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1988 Compensation, Benefits And Conditions Of Employment For College And University Chief Executive Officers

January 1989

A Survey Sponsored By:

American Council on Education
Association of Governing Boards of Universities and Colleges
And
College and University Personnel Association

Conducted By:

ECS
A Wyatt Data Services Company
Two Executive Drive
Fort Lee, New Jersey 07024

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EXECUTIVE SUMMARY

INTRODUCTION

The American Council on Education (ACE), the Association of Governing Boards of Universities and Colleges (AGB), and the College and University Personnel Association are pleased to present the third edition of the Compensation and Benefits survey of College and University Chief Executive Officers. This survey was conducted in the fall of 1988 and represents compensation trends for college and university CEOs in 1,005 institutions of higher education. It presents compensation data as well as operating statistics (e.g., operating budget, enrollment, employment, etc.) which were in effect as of September 1, 1988.

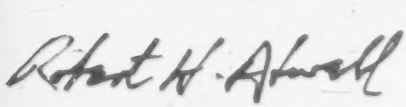
Data from this study can be used to effectively administer compensation levels for CEOs in a number of different ways, including: recruiting and competitiveness testing. The contents of this report can be used by college and university Governing Boards, CEOs and Recruiting/Search Committees to accurately and effectively evaluate, plan, develop and implement appropriate total compensation packages for this most important position in the academic community. CEO compensation levels are compared utilizing various financial and operating statistics, including: operating budget, total endowment, enrollment and full-time equivalent employment. Using these analyses, individual institutions of specific scope characteristics can accurately identify a competitive compensation range for their respective CEOs.

The survey also gathered extensive information on benefits and perquisites offered to college and university CEOs. Information on benefits and perquisites can be utilized to test the competitiveness of these programs as well as the impact of recent tax reform legislation on the CEOs total compensation package.

This year's analysis should be more useful to the community since the peer groupings which are defined by financial and operating statistics have been enhanced . We have provided more appropriate size groups within which similar institutions can be found. These groupings are more meaningful than groups used in past surveys and yield more accurate trends for institutions of a specific size, classification, and type.

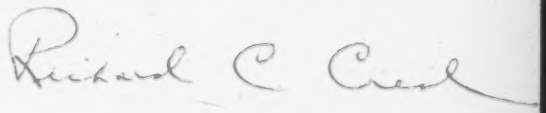
While this study provides a significantly enhanced analysis of peer groupings, more focused analyses can be provided without compromising survey confidentiality. Institutions that are interested in special studies of different institutional groups can request such analyses. Special studies can be prepared using institution size, structure or geographic location. In addition, special analyses can be prepared on institutions which are specifically designated by name. A sample format for requesting these analyses from CUPA is provided at the end of this report.

Finally, we want to express our sincere thanks to all survey participants for the time and effort spent in providing comprehensive responses to survey questions. We extend our special thanks to those institutions that not only submitted their survey data in a timely manner, but who also provided suggestions for enhancements to the final survey report. We believe these suggestions have been most valuable in increasing the utility of the study to the entire academic community.



Robert H. Atwell
President, ACE

Robert L. Gale
President, AGB



Richard C. Creal
Executive Director, CUPA

ACKNOWLEDGEMENT

The College and University Personnel Association is pleased to present to the higher education community the third biennial report on the compensation and benefits of higher education Chief Executive Officers. The 1988 CEO Compensation, Benefits and Conditions of Employment is a quality presentation with a great deal of substantive data which will be of interest and informative for those in higher education who are involved with CEO compensation standards. The scope of the report and the extent of the participation make this a unique study in the field in terms of comparative data for 1988 and the trend analysis.

Such a study is clearly the result of the collaborative efforts of many persons. The participating institutions are a critical part of the final product. ECS/A Wyatt Data Services Company, under the supervision of Paul Gavejian, structured and administered the survey, compiled the data, and wrote the report. Martha Provenzano coordinated the project on behalf of CUPA. Suzanne Forsyth, representing the American Council on Education and Richard T. Ingram, Executive Vice President of the Association of Governing Boards provided assistance in the development of the survey and the written report. These were the key members of the team which produced the latest CEO Compensation and Benefits report. We are indebted to each of them for the quality report which has been written. Our thanks also go to Robert Atwell, President of ACE and Robert Gale, President of AGB for their continuing support.

Richard C. Creal
Executive Director, CUPA

ORGANIZATIONS INVOLVED IN THIS STUDY

ACE

The American Council on Education (ACE) is the nation's principal, independent nonprofit coordinating body for postsecondary education. The Council has 1,600 members–national and regional education associations, colleges and universities. As the body organizing its member colleges and universities and all associations of higher education, it seeks to coordinate activities among its members to bring about consensus on major issues and to identify areas in which agreement cannot be reached. ACE provides a forum in which its constituencies can articulate postsecondary education's mission and a frame of reference to assist in formulating a national agenda, while striving to avoid competition and overlap with member associations' activities.

AGB

The Association of Governing Boards is a nonprofit educational organization of governing, coordinating, and advisory boards of postsecondary education. It serves approximately 32,000 trustees, regents, and chief executives representing nearly 1,700 campuses–private, public, two-year, four-year, general, and specialized.

AGB offers a wide variety of programs and services to help its members meet their responsibilities. These include regular and special publications, conferences, workshops and institutes, a Presidential Search Consultation Service, a Trustee Information Center, and a public-policy program.

CUPA

The College and University Personnel Association (**CUPA**) is an international network of 4,000 personnel administrators representing 1,400 colleges and universities. Through regular and special publications and studies, **CUPA** works to keep its members informed of the latest legal, legislative, and regulatory developments affecting personnel administration, as well as trends and innovative policies and practices in the field. Services include a semimonthly newsletter, a journal, an annual conference, regional meetings, and seminars on timely topics of special interest to the personnel profession.

ECS/A Wyatt Data Services Company

ECS is the survey subsidiary of THE WYATT COMPANY, an international compensation and benefits consulting firm. Since 1949, **ECS** has been collecting, analyzing and reporting data on compensation - and the policies and practices governing compensation - for broad cross sections of American business and industry. Today **ECS** maintains one of the world's largest computerized compensation data bases, containing up-to-date information on over one million employees in more than 1,100 positions. **ECS** annually receives and analyzes over 20,000 surveys from more than 7,500 contributing organizations. Forty years of experience conducting surveys; ongoing customer contact; and the latest technological capabilities has enabled **ECS** to earn its reputation as America's most reliable source of compensation information.

SURVEY METHODOLOGY

This year's study was conducted with the assistance of **ECS/A Wyatt Data Services Company**. In order to produce the report in a timely manner, standardized survey methodologies which have been proven effective in surveys of national scope were utilized.

Starting in June, 1988, announcement letters were sent to the CEOs of approximately 3,500 institutions of higher education. For this mailing, a listing of institutions and Chief Executives provided by Higher Education Publications of Arlington, Virginia was utilized.

During July and August, survey questionnaires were sent to the same list of institutions and Chief Executives. Participants were asked to provide information regarding: financial and operating statistics and compensation data effective as of September 1, 1988. This questionnaire had been completely revised to more accurately and efficiently gather relevant institutional and total compensation data. Prospective survey participants were asked to return their completed survey questionnaires on or before October 17, 1988.

Subsequent to the mailing of survey questionnaires, reminder cards were sent to the entire survey prospect list at various intervals. These reminders served the purpose of ensuring that participants had received their questionnaires and were informed regarding individuals to contact with questions.

Numerous phone calls for clarification of survey questions and extensions of the survey deadline were received. All ambiguous items were clarified. In order to accurately and efficiently compile and analyze survey data and return a meaningful survey report to those organizations that completed the survey questionnaire, we stopped accepting questionnaires on December 1, 1988. Unfortunately, this meant that questionnaires received after that date could not be included in the database.

Upon receipt of survey questionnaires, all survey responses were screened for consistency and thoroughness of response. Ambiguous responses were clarified by follow-up phone calls to approximately 20 percent of the survey respondents.

Data were subsequently keyed, verified and edited for computer analysis. After compilation of the entire survey database, computerized diagnostic programs were utilized to identify statistical anomalies. In most cases, apparent anomalies, such as an inordinately high benefits contribution or base salary level, were thoroughly explained. Those anomalies which could not be explained were eliminated from the analysis.

Primary survey analysis focused on identification of the appropriate peer groupings for comparison of institution financial and operating statistics. Using operating budget, enrollment, endowment, and full time equivalent (FTE) employment, relatively similar size groupings were identified and then used to analyze compensation data. Using data supplied on tables in the CEO compensation section of this report, college and university pay administrators can accurately identify competitive CEO compensation levels for institutions of similar size.

A thorough analysis of trends in fringe benefits and perquisites has also been supplied. Benefits plans and perquisite packages are discussed in terms of incidence of specific types of plans, benefit to the CEO, and cost to the institution.

The benefit of using standardized survey scheduling, analytical and production techniques is that survey data becomes available for use by the academic community within six months of the effective date of this information. This allows ample time to consider survey results, evaluate the competitiveness of pay packages and make adjustments, if required, prior to July 1, the formal start of the academic year for most institutions.

FINDINGS AND OBSERVATIONS

- The majority of survey respondents come from two classifications of institution, including: Two Year Colleges (33.3%) and Baccalaureate Colleges (32.7%). In addition, 55.7% of the survey respondents are public institutions and 70.9% of the survey sample is made up of single institutions.
- When compared by Operating Budget, 55.1% of the survey sample has an operating budget less than $15 Million. Of those institutions that provided endowment information, 51.3% indicate that they receive endowments of $10,000,000 or less.
- Among this survey sample, one-third of the FTE employees are Faculty and two-thirds of the FTE employees are administrative/classified employees. In addition, the ratios of faculty to enrollment is approximately 6 faculty to every 100 students.
- The typical CEO included in this report has, on average, 6.5 years in the current position and 22 years in higher education. 10 percent are members of a minority and over 10 percent are women. On average, CEOs reported in this survey are over 53 and, when hired, most previously held Administrative positions.
- Approximately one-half of the colleges and universities participating in this survey recruited their CEO within the past five years. Of these, 90.6% conducted their search outside of the institution.
- Over 75 percent of the survey participants indicate that their institution maintains a contractual agreement with their CEO, of these, 54% have formal written contracts.
- A comparison of salary levels for this survey and the 1986 survey indicates that college and university CEO salaries have increased by 9.7% on average since 1986. On an annual basis this amounts to approximately 4.9%.
- The average CEO compensation for each of the six classifications according to their type of structure is as follows:

	Public	Private Independent	Private Church Related
Research Universities	$109.8	$157.0	NA
Other Doctoral Granting Universities	$95.0	$94.6	$129.9
Comprehensive Universities	$91.6	$122.1	$99.9
Baccalaureate College	$75.9	$83.4	$69.8
Specialized Institutions	$98.2	$84.9	$60.3
Two Year Colleges	$72.2	$58.8	$42.7

- Based upon comparisons of annual salary and specific scope information, there appears to be a direct relationship between salary and the size of any institution as measured by scope factors, including operating budget; endowment; enrollment; and FTE employment.
- It was also determined that there is a significant difference in annual salary level dependent upon institution type (e.g., public or private).
- Relatively few CEOs are eligible to receive cash compensation in addition to their annual base salary. The additional cash compensation received by 135 CEOs is $9,832, on average.
- Group and retirement benefits are granted to CEOs in some form by most survey participants. The predominant plans include: medical/hospital insurance; basic life insurance; and long-term disability.
- Perquisites are offered to most of the college and university CEOs reported in this survey. The most prevalent perquisites include: automobiles; housing expenses; and club memberships.
- Of the total survey sample, 481 institutions (47.9%) provide the CEO with a residence. The majority of these institutions require the CEO to occupy the facility.
- In the previous survey 18 percent of the survey sample had an involuntary separation policy. In contrast, 24 percent of this year's survey participants now have a formal involuntary separation policy.

PROFILE OF PARTICIPATING INSTITUTIONS

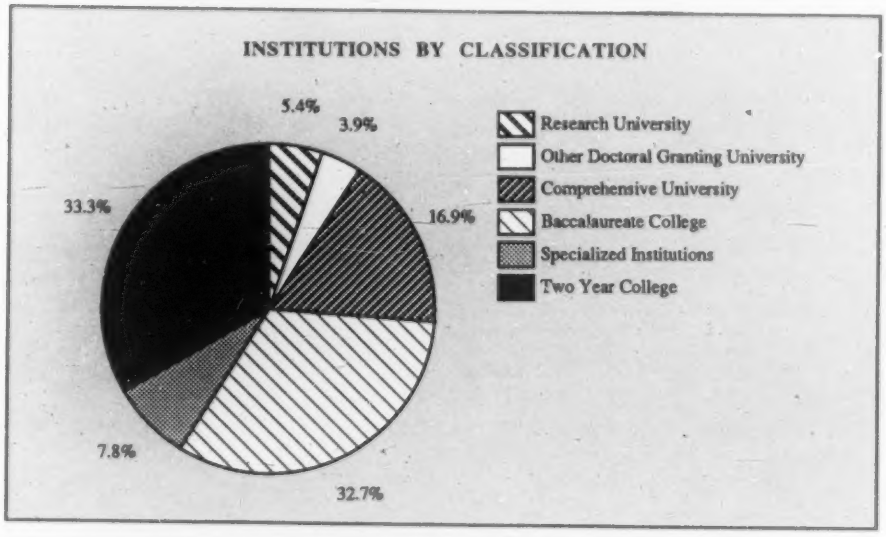
All of the survey participants provided information regarding their financial and operating statistics. This information was used to identify relatively similar peer groupings which could later be utilized in compensation analysis. The tables and charts which follow provide comparative size characteristics which accurately define the survey database.

As shown below, the majority of survey respondents are classified in two categories: Two Year and Baccalaureate Colleges:

TABLE 1

INSTITUTIONS BY CLASSIFICATION

	Number Of Institutions	Percent Of Sample
Research University	54	5.4%
Other Doctoral Granting University	39	3.9%
Comprehensive University	170	16.9%
Baccalaureate College	329	32.7%
Specialized Institutions	78	7.8%
Two Year College	335	33.3%
TOTAL	**1,005**	**100.0%**

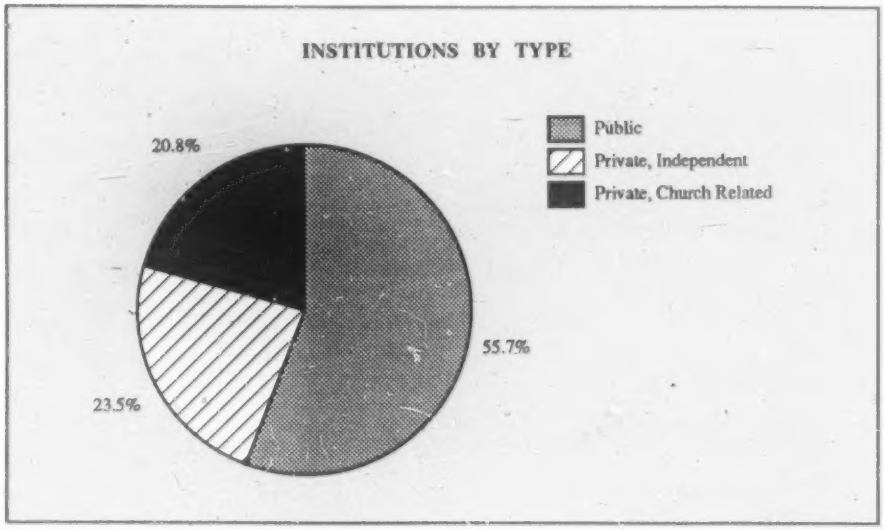


Approximately 56 percent of the survey participants are public institutions, while 44 percent are private, as shown below:

TABLE 2

INSTITUTIONS BY TYPE

	Number Of Institutions	Percent Of Sample
Public	560	55.7%
Private, Independent	236	23.5%
Private, Church Related	209	20.8%
TOTAL	**1,005**	**100.0%**



The majority of research universities, doctoral granting universities, comprehensive universities and two-year colleges included in this study are public institutions. In contrast, the majority of baccalaureate colleges and specialized institutions are private institutions.

TABLE 3

INSTITUTIONS BY CLASSIFICATION & TYPE

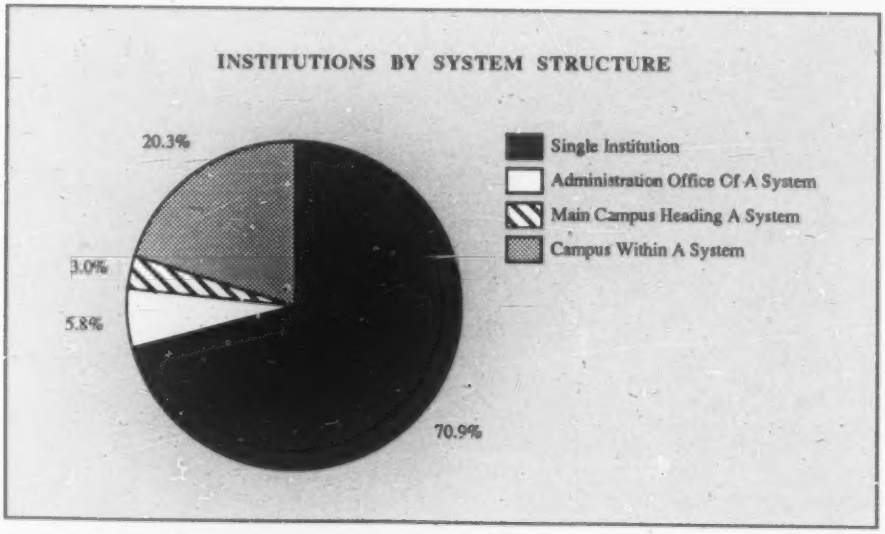
		Public		Private, Independent		Private, Church Related	
	Total Number Of Institutions	Number Of Institutions	Percent Of Total Sample	Number Of Institutions	Percent Of Total Sample	Number Of Institutions	Percent Of Total Sample
Research University	54	46	85.2%	7	13.0%	1	1.9%
Other Doctoral Granting University	39	25	64.1%	10	25.6%	4	10.3%
Comprehensive University	170	112	65.9%	35	20.6%	23	13.5%
Baccalaureate College	329	62	18.8%	124	37.7%	143	43.5%
Specialized Institutions	78	17	21.8%	35	44.9%	26	33.3%
Two Year College	335	298	89.0%	25	7.5%	12	3.6%
TOTAL	**1005**	**560**	**55.7%**	**236**	**23.5%**	**209**	**20.8%**

The overwhelming majority of survey respondents, 71 percent, are single institutions not aligned with a major university system as shown below:

TABLE 4

INSTITUTIONS BY SYSTEM STRUCTURE

	Number Of Institutions	Percent Of Sample
Single Institution	713	70.9%
Administration Office Of A System	58	5.8%
Main Campus Heading A System	30	3.0%
Campus Within A System	204	20.3%
TOTAL	**1,005**	**100.0%**



For this year's analysis financial and operating statistics provided by survey participants were thoroughly reviewed to accurately identify relatively similar size groupings. These same size groupings are used later in the report to identify compensation levels for institutions of similar size. The four primary measures utilized in this study include: operating budget; endowment; enrollment; and full time equivalent employment.

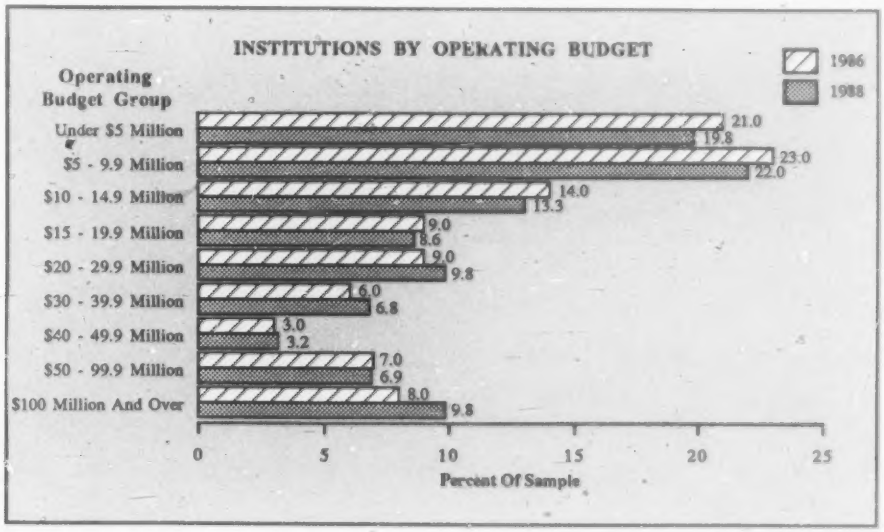
Over 55 percent of the institutions in this year's survey sample have an operating budget of less than $15 million per year. This compares with 58 percent of the survey sample from 1986. A detailed display of the various operating budget peer groupings is shown on the next page:

TABLE 5

INSTITUTIONS BY OPERATING BUDGET

Operating Budget Group	Number Of Institutions	Average Operating Budget ($ Millions)	Percent Of Sample	Cumulative Percent Of Sample
Under $5 Million	199	$2.8	19.8%	19.8%
$5 - $9.9 Million	221	$7.4	22.0%	41.8%
$10 - $14.9 Million	134	$12.2	13.3%	55.1%
$15 - $19.9 Million	86	$17.0	8.6%	63.7%
$20 - $29.9 Million	98	$23.8	9.8%	73.4%
$30 - $39.9 Million	68	$34.5	6.8%	80.2%
$40 - $49.9 Million	32	$44.1	3.2%	83.4%
$50 - $99.9 Million	69	$65.6	6.9%	90.2%
$100 Million And Over	98	$378.3	9.8%	100.0%
TOTAL	**1,005**		**100.0%**	
AVERAGE OPERATING BUDGET		**$52.7**		

Direct comparisons of the survey peer groupings for 1986 and 1988 indicate that there have been only marginal changes in the actual percent of survey sample utilized in any single peer group. This accounts for enhancements to the peer group definitions and is graphically shown below:



Over 42 percent of the survey sample reports a total endowment of less than $5 million per year. Since fund raising is such an important part of many CEOs responsibilities, it is believed that this financial measure could explain some of the compensation differentials found among college and university CEOs. The peer groupings based upon relative endowment size are shown in the following table:

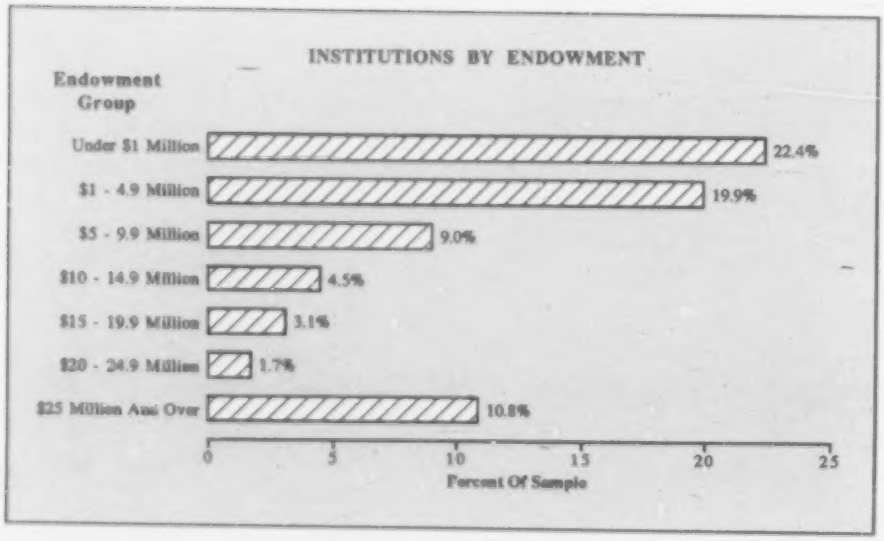
TABLE 6

INSTITUTIONS BY ENDOWMENT

Endowment Group	Number Of Institutions	Average Endowment ($ Millions)	Percent Of Sample	Cumulative Percent Of Sample
Under $1 Million	225	$0.4	22.4%	22.4%
$1 - $4.9 Million	200	$2.8	19.9%	42.3%
$5 - $9.9 Million	90	$6.9	9.0%	51.3%
$10 - $14.9 Million	45	$12.3	4.5%	55.8%
$15 - $19.9 Million	31	$17.7	3.1%	58.9%
$20 - $24.9 Million	17	$22.1	1.7%	60.6%
$25 Million And Over	108	$114.0	10.8%	71.4%
None (No Endowment)	287	-	28.6%	100.0%
TOTAL	1,003		100.0%	
AVERAGE ENDOWMENT		$15.0		

As shown on the table, 1,003 institutions responded, and 28.6 percent of those respondents indicate that they have no endowment.

The following chart shows the relative percent of sample which each endowment grouping represents.



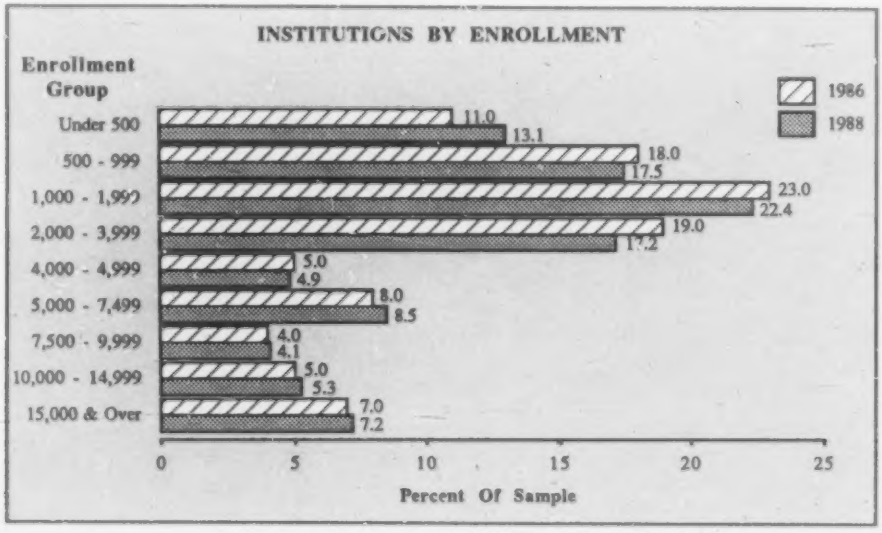
Approximately one-half (53.0 percent) of the colleges and universities participating in the survey enroll fewer than 2000 students. The table below shows the size of the relative peer groupings used in this analysis:

TABLE 7

INSTITUTIONS BY ENROLLMENT

Enrollment Group	Number Of Institutions	Average Enrollment	Percent Of Sample	Cumulative Percent Of Sample
Under 500	132	259	13.1%	13.1%
500 - 999	176	752	17.5%	30.6%
1,000 - 1,999	225	1,424	22.4%	53.0%
2,000 - 2,999	100	2,400	10.0%	63.0%
3,000 - 3,999	72	3,420	7.2%	70.1%
4,000 - 4,999	49	4,409	4.9%	75.0%
5,000 - 7,499	85	6,026	8.5%	83.5%
7,500 - 9,999	41	8,780	4.1%	87.6%
10,000 - 14,999	53	12,010	5.3%	92.8%
15,000 And Over	72	37,401	7.2%	100.0%
TOTAL	**1,005**		**100.0%**	
AVERAGE ENROLLMENT		**5,364**		

The following chart compares the relative peer groupings between surveys conducted in 1986 and 1988. Peer group stratifications were modified to more accurately reflect progressively increasing size parameters. However, there are only marginal differences in the percent of sample represented by each enrollment group.



The overwhelming majority of survey participants, 70.2 percent, have full time equivalent (FTE) employment under 500. The table below shows the response of 1,001 institutions in their respective employment size groups:

TABLE 8

INSTITUTIONS BY TOTAL FULL TIME EQUIVALENT EMPLOYMENT

Total Full Time Equivalent Employment Group	Number Of Institutions	Average Full Time Equivalent Employment	Percent Of Sample
Under 500	703	188	70.2%
500 - 999	144	702	14.4%
1,000 - 1,999	67	1,385	6.7%
2,000 - 2,999	26	2,408	2.6%
3,000 - 3,999	6	3,405	0.6%
4,000 - 4,999	17	4,408	1.7%
5,000 And Over	38	12,920	3.8%
TOTAL	**1,001**		**100.0%**
AVERAGE FTE EMPLOYMENT		**974**	

Data on employment size was not collected in previous surveys, therefore, direct comparison of survey trends is not possible. Instead, employee categories have been compared to each other. As shown in the following table, the ratio of Faculty to Total FTE Employees is 33.5 percent on average among all survey participants that provided employment data.

TABLE 9

COMPARISON OF FACULTY TO TOTAL FTE EMPLOYMENT

Total Full Time Equivalent Employment Group	Average FTE Employment By Group	Average Number Of Faculty By Group	Ratio Of Faculty To Total FTE Employment
Under 500	192	81	42.2%
500 - 999	701	294	41.9%
1,000 - 1,999	1,386	563	40.6%
2,000 - 2,999	2,414	932	38.6%
3,000 - 3,999	3,405	935	27.5%
4,000 - 4,999	4,407	1,387	31.5%
5,000 And Over	13,250	3,573	27.0%
AVERAGES	**974**	**326**	**33.5%**

The ratio of Administrative/Classified employment to Total FTE employment among survey participants is 66.5 percent on average.

TABLE 10

COMPARISON OF ADMINISTRATIVE/CLASSIFIED EMPLOYMENT TO TOTAL FTE EMPLOYMENT

Total Full Time Equivalent Employment Group	Average FTE Employment By Group	Average Number Of Administrative/ Classified Employees By Group	Ratio Of Administrative/ Classified To Total FTE Employment
Under 500	192	111	57.8%
500 - 999	701	407	58.1%
1,000 - 1,999	1,386	823	59.4%
2,000 - 2,999	2,414	1,482	61.4%
3,000 - 3,999	3,405	2,470	72.5%
4,000 - 4,999	4,407	3,020	68.5%
5,000 And Over	13,250	9,677	73.0%
AVERAGES	**974**	**647**	**66.5%**

These tables indicate that approximately one-third of Total FTE Employment is made up of Faculty and approximately two-thirds of Total FTE Employment is comprised of Administrative/Classified employees.

It is also interesting to note that there is a 42.2 to 57.8 percent (four to six) ratio of faculty to Administrative/Classified employees in smaller institutions (under 500 FTE employees). This contrasts with a 27.0 to 73.0 percent (three to seven) ratio in larger institutions (5,000 and over). This implies that larger institutions require greater numbers of Administrative/Classified employees relative to Faculty.

Further analysis of employment data included a comparison of faculty to Enrollment. As shown on the following table, there is a 6.1 percent Faculty to Enrollment ratio (on average) among survey respondents.

TABLE 11

COMPARISON OF FTE FACULTY TO ENROLLMENT

Full Time Equivalent Enrollment Group	Average Enrollment By Group	Average Faculty By Group	Ratio Of Faculty To Enrollment
Under 500	259	25	9.7%
500 - 999	752	57	7.6%
1,000 - 1,999	1,424	91	6.4%
2,000 - 2,999	2,400	175	7.3%
3,000 - 3,999	3,420	171	5.0%
4,000 - 4,999	4,409	217	4.9%
5,000 - 7,499	6,026	311	5.2%
7,500 - 9,999	8,780	470	5.4%
10,000 - 14,999	12,010	689	5.7%
15,000 And Over	37,401	2,365	6.3%
AVERAGES	**5,364**	**326**	**6.1%**

The proportion of Administrative/Classified Employees to Enrollment is 12.1 percent (on average) among survey respondents as shown on the following table.

TABLE 12

COMPARISON OF ADMINISTRATIVE/CLASSIFIED EMPLOYEES TO ENROLLMENT

Full Time Equivalent Enrollment Group	Average Enrollment By Group	Average Administrative/ Classified Employees By Group	Ratio Of Administrative/ Classified Employees To Enrollment
Under 500	259	39	15.1%
500 - 1,000	752	106	14.1%
1,000 - 2,000	1,424	152	10.7%
2,000 - 3,000	2,400	399	16.6%
3,000 - 4,000	3,420	248	7.3%
4,000 - 5,000	4,409	301	6.8%
5,000 - 7,500	6,026	417	6.9%
7,500 - 10,000	8,780	856	9.7%
10,000 - 15,000	12,010	1,328	11.1%
Over 15,000	37,401	5,265	14.1%
AVERAGE	**5364**	**647**	**12.1%**

These charts indicate that there are approximately six faculty members (on average) for each 100 enrolled students and approximately 12 Administrative/Clerical employees (on average) for each 100 enrolled students among the survey sample.

A review of the location of each of the survey participants indicates that the greatest numbers of institutions are located in the North Central and Northeast regions of the country as shown below:

TABLE 13

INSTITUTIONS BY GEOGRAPHIC LOCATION

Institution Classification	North East	South East	North Central	South Central	West Coast	United States
Research University	17	8	16	5	7	53
Other Doctoral Granting University	7	9	7	8	7	38
Comprehensive University	39	33	47	25	23	167
Baccalaureate College	96	81	100	29	19	325
Specialized Institutions	20	13	22	11	12	78
Two Year College	66	72	90	54	51	333
TOTAL	**245**	**216**	**282**	**132**	**119**	**994**

* 11 institutions are located outside the boundaries of the lower 48 states, including: Alaska; Hawaii and other U.S. Territories.

PROFILE OF CHIEF EXECUTIVE OFFICERS

Survey participants were asked to provide personal information regarding the CEO to establish typical characteristics for CEOs reported in this survey. The tables below provide detailed information on college and university CEOs.

On average, the CEOs reported in this survey have been in their current position for seven years. This is equivalent to the seven year average reported in the 1986 survey.

TABLE 14

CEO YEARS IN POSITION

Years In Position	Number Of Current CEOs	Average Years In Position	Percent Of Sample
Under 1	46	--	4.6%
1	139	1	13.9%
2	109	2	10.9%
3	103	3	10.3%
4	75	4	7.5%
5 - 9	283	7	28.5%
10 - 14	131	12	13.1%
15 And Over	112	19	11.2%
TOTAL	**998**		**100.0%**
AVERAGE YEARS IN POSITION		7	

Six percent of the CEOs reported in this survey are members of a minority group, as compared to eight percent of participants in the 1986 survey and six percent in the 1984 survey.

TABLE 15

CEO MINORITY STATUS

	Number Of Responses	Percent Of Sample
Yes	60	6.0%
No	938	94.0%
TOTAL	**998**	**100.0%**

The percent of women reported as college and university CEOs has increased once again to over 10 percent of the survey sample. In 1984 and 1986 the percent of women CEOs in the sample was eight percent and nine percent respectively.

TABLE 16

CEO GENDER

	Number Of Responses	Percent Of Sample
Male	896	89.7%
Female	103	10.3%
TOTAL	**999**	**100.0%**

Survey respondents were asked the age of their CEOs. On average, CEOs reported in this survey are 53 years old and over 50 percent of those CEOs are between 50 and 60 years of age. Prior year's surveys also reported that most college and university CEOs were between 50 and 60 years old.

TABLE 17

CEO AGE

	Number Of Responses	Average Age	Percent Of Sample
Under 30	0	–	0.0%
30 - 39	13	38	1.3%
40 - 49	292	46	29.7%
50 - 59	495	54	50.4%
60 And Over	182	63	18.6%
TOTAL	**982**		**100.0%**
AVERAGE AGE		**53**	

This year participants were asked the number of years CEOs have been employed in higher education. On average, the responding CEOs have been in higher education for 22 years. For almost 50 percent of these CEOs, the average number of years in higher education is 24.

TABLE 18

CEO YEARS IN HIGHER EDUCATION

Years In Higher Education	Number Of Current CEOs	Average Years In Higher Education	Percent Of Sample
Under 5	30	2	3.2%
5 - 9	55	7	5.8%
10 - 14	67	12	7.0%
15 - 19	136	17	14.2%
20 - 29	476	24	49.8%
30 And Over	191	34	20.0%
TOTAL	**955**		**100.0%**
AVERAGE YEARS IN HIGHER EDUCATION		**22**	

As shown in the following table, over 70 percent of the CEOs reported in this study were hired from outside of the institution. This compares with 69 percent in 1984 and 64 percent in 1986.

TABLE 19

CEO RECRUITMENT SOURCE

	Number Of Responses	Percent Of Sample
Promoted From Within	291	29.3%
Hired From Outside	701	70.7%
TOTAL	**992**	**100.0%**

Participants were also asked the position of the CEO prior to appointment. As in prior surveys approximately 20 percent of the reported CEOs were CEOs of other educational institutions and approximately 58 percent held administrative staff positions. Faculty members were appointed to 7.9 percent of the reported CEO positions.

TABLE 20

CEOs PREVIOUS POSITION

Position	Number Of Responses	Percent Of Sample
CEO, Other Educational Institution	208	21.1%
Faculty	78	7.9%
Academic Officer	281	28.5%
Administrative Officer	296	30.0%
Ministry/Church Official	41	4.2%
Government Official	37	3.7%
Business Executive	33	3.3%
CEO, Non-Profit Organization	13	1.3%
TOTAL	**987**	**100.0%**

CEO Recruiting/Relocation Policies And Practices

CEO Recruiting Practices

Recruiting practices for college and university CEOs were also surveyed for this study. Approximately one-half of the surveyed organizations (502) recruited a new CEO within the most recent five year period as shown in the following table:

TABLE 21

CEO RECRUITED WITHIN FIVE YEARS

	Number Of Responses	Percent Of Sample
Yes	502	50.5%
No	493	49.5%
TOTAL	**995**	**100.0%**

The tables below provide an indication of the recruiting practices of these 502 institutions:

TABLE 22

SEARCH CONDUCTED OUTSIDE OF INSTITUTION

	Number Of Responses	Percent Of Sample
Yes	455	90.6%
No	40	8.0%
No Response	7	1.4%
TOTAL	**502**	**100.0%**

TABLE 23

SEARCH CONFINED TO HIGHER EDUCATION CANDIDATES

	Number Of Responses	Percent Of Sample
Yes	296	59.0%
No	183	36.4%
No Response	23	4.6%
TOTAL	**502**	**100.0%**

TABLE 24

GEOGRAPHIC BOUNDARIES OF SEARCH

	Number Of Responses	Percent Of Sample
National	451	89.8%
Regional	28	5.6%
Local	12	2.4%
No Response	11	2.2%
TOTAL	**502**	**100.0%**

TABLE 25

CANDIDATE IDENTIFICATION SOURCE

	Number Of Responses*	Percent Of Sample
Executive Search Firm	142	29.0%
Advertisement	413	84.5%
Nominated By Institution Friends	333	68.1%
Nominated By Board	206	42.1%

*A total of 489 institutions responded to this question. Of these 346 used two or more sources to identify candidates.

TABLE 26

OPEN (PUBLIC) NOMINATING PROCESS

	Number Of Responses	Percent Of Sample
Yes	197	39.2%
No	292	58.2%
No Response	13	2.6%
TOTAL	**502**	**100.0%**

As shown below, 465 institutions indicated the length of time which was required to recruit and appoint a new CEO. Of these, approximately 60 percent successfully appointed a new CEO within nine months.

TABLE 27

LENGTH OF TIME REQUIRED TO RECRUIT/APPOINT

	Number Of Responses	Percent Of Sample	Cumulative Percent Of Sample
Under 3 Months	12	2.6%	2.6%
3 - 5 Months	94	20.2%	22.8%
6 - 8 Months	179	38.5%	61.3%
9 - 11 Months	77	16.6%	77.9%
12 Months Or More	103	22.1%	100.0%
TOTAL	**465**	**100.0%**	

CEO RELOCATION PRACTICES

Approximately 63 percent (585) of those institutions reporting indicate that their CEO was relocated upon appointment to the post as shown in the following table:

TABLE 28

CEO RELOCATION REQUIRED

	Number Of Responses	Percent Of Sample
Yes	585	63.0%
No	343	37.0%
TOTAL	**928**	**100.0%**

The tables below provide information relative to the relocation practices of the 585 survey participants providing data on relocation:

TABLE 29

MOVING EXPENSE FOR HOUSEHOLD EFFECTS

	Number Of Responses	Percent Of Sample
Paid In Full	476	81.3%
Partially Paid	84	14.4%
Not Paid	15	2.6%
Not Required	10	1.7%
TOTAL	**585**	**100.0%**

TABLE 30

TRAVEL EXPENSES FOR FAMILY

	Number Of Responses	Percent Of Sample
Paid In Full	258	44.1%
Partially Paid	77	13.2%
Not Paid	143	24.4%
Not Required	99	16.9%
No Response	8	1.4%
TOTAL	**585**	**100.0%**

TABLE 31

ASSISTANCE FINDING EMPLOYMENT FOR SPOUSE

	Number Of Responses	Percent Of Sample
Assistance Provided	15	2.6%
No Assistance Provided	214	36.6%
Not Required	336	57.4%
No Response	7	1.2%
Employed Within Institution	13	2.2%
TOTAL	**585**	**100.0%**

TABLE 32

ASSISTANCE IN SALE/PURCHASE OF RESIDENCE

	Number Of Responses	Percent Of Sample
Assistance Provided	44	7.5%
No Assistance Provided	260	44.4%
Not Required	266	45.5%
No Response	15	2.6%
TOTAL	**585**	**100.0%**

A total of 44 CEOs were granted additional assistance for relocation upon appointment. One or more of the following types of assistance were offered to these CEOs.

TABLE 33

TYPE OF ASSISTANCE PROVIDED

	Number Of Responses	Percent Of Sample*
Interest Rate Differential	3	0.5%
Cost Of Housing Differential	13	2.2%
Low Cost Loan	19	3.2%
Brokers/Attorneys Fees	11	1.9%
Closing Costs	5	0.9%

*Based on 585 institutions that relocated CEOs upon appointment.

CEO CONTRACTS

Over 75 percent of the survey participants (752) indicate that their institution has a contractual agreement with their CEO as shown in the following table.

TABLE 34

CEO CONTRACTUAL AGREEMENT

	Number Of Responses	Percent Of Sample
Yes	752	75.5%
No	244	24.5%
TOTAL	**996**	**100.0%**

Some characteristics of these agreements are detailed in the tables below.

TABLE 35

TYPE OF AGREEMENT

	Number Of Responses	Percent Of Sample
Formal Written Contract	406	54.0%
Letter Of Agreement	270	35.9%
Oral Agreement	50	6.6%
No Response	26	3.5%
TOTAL	**752**	**100.0%**

TABLE 36

TERM OF AGREEMENT

	Number Of Responses	Percent Of Sample
No Specified Time Period	196	26.1%
Time Period Specified	492	65.4%
No Response	64	8.5%
TOTAL	**752**	**100.0%**

TABLE 37

TERM OF AGREEMENT
(When Time Period Is Specified)

Number Of Years In Agreement	Number Of Responses	Percent Of Sample
1	152	30.9%
2	58	11.8%
3	145	29.5%
4	49	10.0%
5	70	14.2%
6	5	1.0%
7	5	1.0%
10	2	0.4%
No Response	6	1.2%
TOTAL	**492**	**100.0%**

CEO PERFORMANCE REVIEW

In approximately 70 percent of the cases (677 responses), college and university CEOs are subject to formal performance review as shown in the following table:

TABLE 38

FORMAL PERFORMANCE REVIEW

	Number Of Responses	Percent Of Sample
Yes	677	69.7%
No	294	30.3%
TOTAL	**971**	**100.0%**

The following tables show the frequency of these performance reviews as well as the individual/group responsible for conducting the review.

TABLE 39

FREQUENCY OF PERFORMANCE REVIEW

	Number Of Responses	Percent Of Sample
End Of Contract Term	30	4.4%
Annually	493	72.8%
Every Two Years	39	5.8%
Every Three Years	78	11.5%
Other	37	5.5%
TOTAL	**677**	**100.0%**

TABLE 40

RESPONSIBILITY FOR PERFORMANCE REVIEW

	Number Of Responses*	Percent Of Sample
Chairman Of The Board	112	19.9%
Committee Of The Board	172	30.6%
Entire Governing Board	192	34.2%
Special Review Committee	86	15.3%
TOTAL	562	100.0%

*Only 562 of the 677 institutions designated the responsible individual/group in response to the survey question.

CEO ACADEMIC RANK

Of those institutions responding, 52 percent indicate that academic rank is granted to their CEO upon appointment:

TABLE 41

ACADEMIC RANK FOR CEO

	Number Of Responses	Percent Of Sample
Yes	513	52.0%
No	473	48.0%
TOTAL	986	100.0%

After completion of their term, approximately 54 percent of the CEOs revert to faculty status and the salary scale used for faculty positions as shown below:

TABLE 42

CEO SALARY REVERSION TO FACULTY SCALE

	Number Of Responses	Percent Of Sample
Yes	458	53.7%
No	395	46.3%
TOTAL	853	100.0%

CEO TENURE POLICY

Tenure policies affecting college and university CEOs were also surveyed as part of this study. Responses to specific questions on these policies as they apply to the current CEO are shown in the tables below:

TABLE 43

CEO HIRED FROM TENURED POSITION

	Number Of Responses	Percent Of Sample
Yes	327	33.5%
No	648	66.5%
TOTAL	**975**	**100.0%**

TABLE 44

CEO PRESENTLY TENURED

	Number Of Responses	Percent Of Sample
Yes	295	30.1%
No	684	69.9%
TOTAL	**979**	**100.0%**

Of those CEOs that are not presently tenured, over 90 percent are not eligible as shown below:

TABLE 45

CEO ELIGIBLE FOR TENURE

	Number Of Responses*	Percent Of Sample
Yes	61	9.3%
No	598	90.7%
TOTAL	**659**	**100.0%**

* Only 659 institutions reported on CEO eligibility for tenure.

TABLE 46

CEO ASSURED TENURE FOLLOWING RESIGNATION

	Number Of Responses	Percent Of Sample
Yes	248	26.4%
No	692	73.6%
TOTAL	**940**	**100.0%**

VACATION POLICY

Over 970 institutions provided information regarding vacation earned by college and university CEOs. Approximately 62% of those CEOs included in this study earn between 20-24 vacation days annually.

TABLE 47

VACATION DAYS EARNED PER YEAR

Number Of Days	Number Of Responses	Percent Of Sample
10-14	44	4.5%
15-19	78	8.0%
20-24	607	62.5%
25-29	84	8.6%
30 And Over	158	16.2%
Unlimited	2	0.2%
TOTAL	**973**	**100.0%**

As shown below, approximately 89 percent of those CEOs are granted vacation/leave of absence equivalent to the administrative staff.

TABLE 48

CEO LEAVE EQUIVALENT TO ADMINISTRATIVE STAFF

	Number Of Responses	Percent Of Sample
Yes	866	88.8%
No	109	11.2%
TOTAL	**975**	**100.0%**

SABBATICAL POLICY

Sabbatical policies were also surveyed as part of this study. Approximately 42 percent of the current CEOs are eligible to use sabbatical leave as shown on the following table:

TABLE 49

CEO ELIGIBLE FOR SABBATICAL

	Number Of Responses	Percent Of Sample
Yes	403	41.9%
No	559	58.1
TOTAL	**962**	**100.0%**

The various elements of the Sabbatical leave policy are shown in the three tables below:

TABLE 50

YEARS REQUIRED FOR ELIGIBILITY

	Number Of Responses	Percent Of Sample
1	5	1.6%
2	3	0.9%
3	28	8.8%
4	7	2.2%
5	45	14.2%
6	107	33.8%
7	115	36.3%
9 Or More	7	2.2%

The table below indicates the compensation paid to CEOs while on sabbatical. It also provides the average number of months of sabbatical at specified levels of compensation.

TABLE 51

COMPENSATION LEVEL PAID ON SABBATICAL

	Number Of Responses*	Percent Of Sample**	Average Number Of Months	Median Number Of Months
Fully Paid	308	82.4%	6	6
Unpaid	8	2.1%	6	6
Partially Paid	174	46.5%	11	12

*109 of the institutions granting pay for sabbatical indicate that the leave is fully paid for a specific number of months and then partially paid for the balance of the sabbatical leave.

**Based upon responses of 374 institutions.

TABLE 52

PARTIALLY PAID RATE
(Percent Of Base Salary)

Number Of Responses	167
Average Rate Paid	60.0%
Median Rate Paid	50.0%

LEAVE OF ABSENCE POLICY

Leaves of absence can be granted for a variety of activities. The three most prevalent forms of leave are listed on the table below:

TABLE 53

LEAVE OF ABSENCE PAY POLICY

Type Of Leave	Not Provided	Provided Paid	Provided Unpaid	Total
Government/Public Appointment	658	61	96	815
Extended Study/Research	629	118	72	819
Personal/Medical	218	580	67	865

As shown on the table, the overwhelming majority (580 out of 865 respondents) allow paid leave of absence for personal/medical reasons. In contrast, only 61 out of 815 respondents allow paid leave of absence for government/public appointments.

CEO COMPENSATION

Information received as part of this study suggests that there is a relationship between the size and structure of an institution and the compensation levels of college and university CEOs. For this report, peer groupings have been established for financial and operating statistics to provide relevant comparision groups for institutions of a specific classification, type, structure, and/or size. Annual base salary statistics have been reported for each of the various peer groupings so that institutions may determine the general pay practices of comparably sized and structured colleges and universities.

The tables on the following pages present annual salary levels based upon organizational characteristics of the participating institutions; including:

- institution classification;
- institution type; and
- system structure.

Analysis of annual salary levels based upon the following financial and operating statistics, is also included:

- operating budget;
- endowment;
- enrollment;
- FTE employment; and
- geographic location.

In addition, analysis for each of the six classifications of institution (e.g., research; baccalaureate; etc.) and their specific structure (e.g., public or private) is also provided.

All annual salary statistics in this section are reported in $000.

CEO Compensation By Classification, Type And Structure

TABLE 54

ANNUAL SALARY BY INSTITUTION CLASSIFICATION
(Salary Amounts In $000)

Industry Classification Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Research University	54	$115.6	$92.1	$115.0	$127.5
Other Doctoral Granting University	39	$98.4	$78.3	$99.2	$116.0
Comprehensive University	169	$98.8	$80.2	$90.9	$107.0
Baccalaureate College	326	$76.1	$60.0	$74.0	$88.0
Specialized Institutions	77	$79.5	$58.7	$72.0	$102.5
Two Year College	326	$70.3	$61.5	$69.7	$80.0

TABLE 55

ANNUAL SALARY BY INSTITUTION TYPE
(Salary Amounts In $000)

Institution Type Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Public	554	$81.5	$67.5	$78.0	$91.4
Private, Independent	232	$89.4	$65.7	$80.0	$110.0
Private, Church Related	205	$71.9	$54.5	$68.0	$86.7

TABLE 56

ANNUAL SALARY BY SYSTEM STRUCTURE
(Salary Amounts In $000)

System Structure Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Single Institution	700	$79.7	$62.6	$75.0	$90.8
Administrative Office Of A System	58	$97.6	$74.1	$95.1	$110.2
Main Campus Heading A System	30	$95.8	$75.6	$93.1	$107.5
A Campus Within A System	203	$80.3	$67.0	$77.6	$90.1

CEO COMPENSATION BY FINANCIAL AND OPERATING STATISTICS

TABLE 57

ANNUAL SALARY BY OPERATING BUDGET
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	196	$57.7	$46.8	$58.5	$67.9
$5 - $9.9 Million	214	$69.6	$60.1	$68.1	$75.0
$10 - $14.9 Million	133	$77.7	$67.0	$75.1	$85.5
$15 - $19.9 Million	85	$84.9	$73.7	$80.0	$94.5
$20 - $29.9 Million	98	$89.0	$76.9	$86.8	$95.3
$30 - $39.9 Million	67	$90.7	$78.5	$89.9	$100.0
$40 - $49.9 Million	31	$96.1	$82.5	$94.0	$111.0
$50 - $99.9 Million	69	$107.7	$85.5	$97.2	$117.0
$100 Million And Over	98	$119.2	$99.8	$111.0	$130.9

TABLE 58

ANNUAL SALARY BY ENDOWMENT
(Salary Amounts In $000)

Endowment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $1 million	209	$67.8	$57.8	$67.0	$80.0
$1 - $4.9 Million	201	$76.3	$61.9	$76.0	$90.0
$5 - $9.9 Million	98	$83.6	$65.0	$78.9	$95.0
$10 - $14.9 Million	43	$91.9	$72.0	$87.0	$111.1
$15 - $19.9 Million	27	$90.0	$74.2	$89.7	$108.5
$20 - $24.9 Million	24	$94.4	$80.5	$95.6	$107.0
$25 Million And Over	108	$118.4	$95.4	$110.3	$134.9
None (No Endowment)	279	$76.5	$65.0	$74.0	$86.3

TABLE 59

ANNUAL SALARY BY ENROLLMENT
(Salary Amounts In $000)

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	129	$55.5	$43.3	$55.0	$67.5
500 - 999	175	$70.9	$59.1	$66.8	$79.8
1,000 - 1,999	219	$78.9	$65.0	$74.0	$88.0
2,000 - 2,999	99	$84.3	$67.6	$77.0	$100.0
3,000 - 3,999	70	$85.4	$71.6	$80.9	$91.4
4,000 - 4,999	49	$87.9	$73.7	$82.0	$92.6
5,000 - 7,499	85	$94.8	$77.5	$87.2	$99.6
7,500 - 9,999	41	$95.9	$78.3	$86.1	$100.0
10,000 - 14,999	53	$102.4	$85.0	$96.0	$112.5
15,000 And Over	71	$108.9	$95.0	$106.0	$122.0

TABLE 60

ANNUAL SALARY BY FULL TIME EQUIVALENT EMPLOYMENT
(Salary Amounts In $000)

FTE Employment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	693	$71.8	$60.0	$70.0	$82.0
500 - 999	143	$94.5	$78.5	$90.0	$103.5
1,000 - 1,999	67	$109.8	$87.5	$97.2	$115.5
2,000 - 2,999	26	$104.4	$90.9	$105.2	$116.2
3,000 - 3,999	6	$109.1	$93.7	$111.5	$126.0
4,000 - 4,999	17	$104.1	$93.7	$106.0	$113.5
5,000 And Over	38	$125.9	$105.0	$123.5	$135.3

TABLE 61

ANNUAL SALARY BY GEOGRAPHIC LOCATION
(Salary Amounts In $000)

Geographic Location Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Northeast	241	$86.6	$69.5	$80.3	$99.9
Southeast	213	$79.2	$61.7	$75.0	$93.7
North Central	280	$78.5	$62.5	$74.8	$90.0
South Central	130	$79.8	$63.8	$75.0	$90.0
West Coast	116	$85.0	$67.7	$77.7	$97.5
United States	980	$81.6	$65.0	$77.0	$94.0

CEO COMPENSATION BY CLASSIFICATION AND FINANCIAL/OPERATING STATISTICS

TABLE 62

ANNUAL SALARY FOR RESEARCH UNIVERSITY
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $20 Million	6	$79.9	$61.8	$80.0	$90.8
$20 - $99.9 Million	10	$102.0	$85.5	$104.9	$115.0
$100 Million And Over	38	$124.9	$99.6	$121.0	$135.0

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 2000	8	$91.3	$68.2	$83.0	$117.8
2,000 - 4,999	8	$109.6	$83.6	$115.5	$123.8
5,000 - 14,999	12	$127.4	$97.4	$115.0	$150.0
15,000 And Over	16	$119.6	$98.9	$119.9	$130.2

TABLE 63

ANNUAL SALARY FOR OTHER DOCTORAL GRANTING UNIVERSITY
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $20 Million	11	$86.5	$74.0	$80.4	$100.5
$20 - $99.9 Million	16	$98.0	$74.8	$88.7	$115.9
$100 Million And Over	12	$109.9	$93.5	$107.0	$119.0

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 2000	10	$87.3	$71.8	$79.6	$105.5
2,000 - 4,999	5	$90.6	$71.5	$85.3	$112.4
5,000 And Over	24	$104.7	$80.1	$105.3	$116.5

TABLE 64

ANNUAL SALARY FOR COMPREHENSIVE UNIVERSITY
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	4	$60.5	$77.4	$71.0	$83.1
$5 - $9.9 Million	7	$80.1	$66.0	$80.0	$95.0
$10 - $14.9 Million	6	$73.8	$67.9	$73.0	$80.4
$15 - $19.9 Million	9	$90.8	$76.9	$88.0	$100.0
$20 - $29.9 Million	25	$88.6	$76.1	$90.0	$99.1
$30 - $39.9 Million	27	$89.4	$80.0	$89.9	$97.7
$40 - $49.9 Million	15	$84.3	$77.0	$84.9	$92.6
$50 - $99.9 Million	39	$109.9	$81.8	$97.3	$120.0
$100 Million And Over	37	$120.4	$99.9	$110.0	$135.6

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	2	$39.7	–	$39.7	–
500 - 999	4	$77.3	$68.3	$80.0	$83.8
1,000 - 1,999	9	$91.5	$71.4	$95.0	$104.0
2,000 - 2,999	16	$84.5	$74.3	$78.9	$92.6
3,000 - 3,999	24	$93.7	$79.4	$90.0	$99.9
4,000 - 4,999	18	$106.7	$87.3	$96.0	$117.5
5,000 - 7,499	33	$101.7	$79.4	$87.5	$105.0
7,500 - 9,999	23	$95.5	$76.8	$90.0	$100.0
10,000 - 14,999	21	$109.7	$91.4	$104.0	$119.0
15,000 And Over	19	$111.0	$100.0	$107.0	$112.0

TABLE 65

ANNUAL SALARY FOR BACCALAUREATE COLLEGE
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	56	$52.8	$41.5	$52.8	$64.4
$5 - $9.9 Million	100	$67.7	$59.1	$66.8	$75.0
$10 - $14.9 Million	70	$79.2	$68.5	$79.0	$87.3
$15 - $19.9 Million	33	$89.8	$76.7	$85.0	$102.3
$20 - $29.9 Million	35	$92.8	$77.3	$90.0	$101.0
$30 - $39.9 Million	19	$98.0	$87.9	$100.0	$110.0
$40 - $49.9 Million	8	$111.8	$90.2	$119.0	$128.8
$50 Million And Over	5	$111.6	$91.3	$110.5	$132.5

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	46	$53.2	$44.3	$49.8	$65.8
500 - 999	99	$68.1	$59.7	$66.0	$75.0
1,000 - 1,999	113	$83.4	$69.5	$80.0	$95.0
2,000 - 2,999	33	$98.3	$78.5	$92.0	$107.8
3,000 - 3,999	16	$82.5	$68.3	$76.5	$91.4
4,000 - 4,999	7	$81.2	$64.2	$82.5	$94.0
5,000 - 7,499	8	$87.9	$78.9	$87.9	$90.0
7,500 And Over	4	$88.6	$78.5	$89.2	$98.0

TABLE 66

ANNUAL SALARY FOR SPECIALIZED INSTITUTIONS
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	38	$60.6	$43.6	$59.5	$70.0
$5 - $9.9 Million	14	$83.6	$68.8	$75.9	$97.5
$10 - $14.9 Million	8	$93.2	$71.4	$90.0	$107.5
$15 - $19.9 Million	5	$103.2	$86.9	$100.0	$121.1
$20 - $99.9 Million	7	$118.3	$91.4	$120.4	$145.0
$100 Million And Over	5	$111.8	$106.1	$108.0	$119.9

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	42	$60.7	$47.5	$60.0	$70.4
500 - 999	14	$97.6	$70.3	$97.4	$121.1
1,000 - 1,999	12	$106.0	$81.4	$109.0	$125.8
2,000 And Over	9	$103.9	$90.8	$107.1	$118.0

TABLE 67

ANNUAL SALARY FOR TWO YEAR COLLEGE
(Salary Amounts In $000)

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	90	$58.0	$50.8	$58.5	$67.4
$5 - $9.9 Million	89	$67.7	$61.1	$67.6	$72.2
$10 - $14.9 Million	47	$72.3	$66.5	$70.3	$80.0
$15 - $19.9 Million	35	$75.2	$69.5	$74.2	$82.0
$20 - $29.9 Million	29	$83.7	$76.2	$83.0	$88.5
$30 - $39.9 Million	16	$82.1	$76.0	$83.5	$87.5
$40 - $49.9 Million	4	$92.9	$88.1	$94.8	$95.9
$50 - Million And Over	16	$95.7	$91.0	$95.8	$103.0

Enrollment Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	31	$46.3	$37.0	$48.0	$58.0
500 - 999	52	$65.4	$56.8	$62.6	$70.1
1,000 - 1,999	81	$66.7	$60.0	$67.2	$72.4
2,000 - 2,999	42	$69.9	$62.9	$67.8	$74.4
3,000 - 3,999	25	$75.2	$68.3	$75.2	$83.7
4,000 - 4,999	21	$74.4	$69.2	$74.2	$80.0
5,000 - 7,499	31	$81.8	$72.0	$82.0	$87.2
7,500 - 9,999	12	$81.8	$76.0	$82.4	$86.8
10,000 - 14,999	17	$87.4	$77.3	$90.0	$96.0
15,000 And Over	14	$93.2	$86.6	$94.5	$100.2

CEO COMPENSATION BY CLASSIFICATION AND TYPE

TABLE 68

RESEARCH UNIVERSITIES

PUBLIC

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	5	$71.9	$59.3	$80.0	$80.5
$20 - $99.9 Million	7	$98.5	$84.0	$98.7	$111.0
$100.0 Million And Over	34	$117.8	$98.9	$118.9	$129.2
TOTAL	**46**	**$109.8**	**$90.7**	**$111.0**	**$125.5**

PRIVATE, INDEPENDENT

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	1		*INSUFFICIENT DATA*		
$20 - $99.9 Million	2		*INSUFFICIENT DATA*		
$100.0 Million And Over	4	$185.0	$125.5	$182.5	$220.0
TOTAL	**7**	**$157.0**	**$120.0**	**$150.0**	**$205.0**

PRIVATE, CHURCH RELATED

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
TOTAL	**0**		*NONE REPORTED*		

TABLE 69

OTHER DOCTORAL GRANTING UNIVERSITIES

PUBLIC

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	3	$94.9	–	$99.2	–
$20 - $99.9 Million	12	$89.3	$74.2	$83.9	$111.9
$100.0 Million And Over	10	$101.7	$88.1	$105.3	$116.8
TOTAL	**25**	**$95.0**	**$77.6**	**$99.2**	**$110.8**

PRIVATE, INDEPENDENT

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	7	$84.1	$65.0	$78.9	$100.5
$20 - $99.9 Million	2		*INSUFFICIENT DATA*		
$100.0 Million And Over	1		*INSUFFICIENT DATA*		
TOTAL	**10**	**$94.6**	**$71.8**	**$85.0**	**$121.8**

PRIVATE, CHURCH RELATED

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	1		*INSUFFICIENT DATA*		
$20 - $99.9 Million	2		*INSUFFICIENT DATA*		
$100.0 Million And Over	1		*INSUFFICIENT DATA*		
TOTAL	**4**	**$129.9**	**$90.0**	**$137.5**	**$162.4**

TABLE 70

COMPREHENSIVE UNIVERSITIES

PUBLIC

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	11	$78.5	$73.2	$78.3	$85.0
$20 - $99.9 Million	72	$86.1	$78.0	$86.3	$92.5
$100.0 Million And Over	29	$110.0	$98.5	$107.0	$119.0
TOTAL	**112**	**$91.6**	**$79.0**	**$90.0**	**$100.0**

PRIVATE, INDEPENDENT

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	8	$85.3	$75.3	$84.0	$98.3
$20 - $99.9 Million	20	$127.3	$100.3	$115.0	$137.4
$100.0 Million And Over	6	$153.9	$117.8	$161.3	$180.0
TOTAL	**34**	**$122.1**	**$89.5**	**$113.1**	**$141.3**

PRIVATE, CHURCH RELATED

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	7	$73.7	$64.4	$72.8	$86.6
$20 - $99.9 Million	14	$102.4	$88.5	$95.6	$115.0
$100.0 Million And Over	2		*INSUFFICIENT DATA*		
TOTAL	**23**	**99.6**	**80.0**	**90.0**	**118.0**

TABLE 71

BACCALAUREATE COLLEGES

PUBLIC

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	37	$70.1	$62.6	$69.0	$78.8
$20 - $99.9 Million	24	$83.9	$75.1	$87.0	$90.0
$100.0 Million And Over	1		*INSUFFICIENT DATA*		
TOTAL	62	**$75.9**	**$66.0**	**$75.3**	**$86.8**

PRIVATE, INDEPENDENT

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	95	$73.4	$60.0	$73.5	$85.0
$20 - $99.9 Million	28	$117.1	$100.5	$114.3	$130.0
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	123	**$83.4**	**$67.6**	**$79.5**	**$101.0**

PRIVATE, CHURCH RELATED

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	127	$58.2	$55.0	$65.3	$80.0
$20 - $99.9 Million	14	$83.9	$75.3	$91.0	$101.0
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	141	**$69.8**	**$55.2**	**$66.8**	**$83.7**

TABLE 72

SPECIALIZED INSTITUTIONS

PUBLIC

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	8	$82.7	$66.0	$82.0	$97.5
$20 - $99.9 Million	4	$112.0	$90.4	$105.9	$139.6
$100.0 Million And Over	5	$112.0	$106.1	$108.0	$119.9
TOTAL	**17**	**$98.2**	**$82.0**	**$100.0**	**$109.7**

PRIVATE, INDEPENDENT

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	32	$82.9	$61.3	$73.5	$103.8
$20 - $99.9 Million	2		*INSUFFICIENT DATA*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**34**	**$84.9**	**$63.8**	**$75.9**	**$110.0**

PRIVATE, CHURCH RELATED

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	25	$56.9	$42.8	$55.0	$67.5
20 - $99.9 Million	1		*INSUFFICIENT DATA*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**26**	**$60.3**	**$43.1**	**$55.5**	**$70.5**

TABLE 73

TWO YEAR COLLEGES

PUBLIC

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5.0 Million	67	$62.6	$55.2	$61.8	$68.9
$5 - $9.9 Million	79	$67.3	$61.2	$67.5	$71.7
$10 - $19.9 Million	81	$73.3	$66.9	$72.2	$80.0
$20 - $99.9 Million	60	$85.6	$78.0	$85.9	$94.8
$100.0 Million And Over	5	$101.0	$90.0	$104.0	$110.4
TOTAL	**292**	**$72.2**	**$62.2**	**$70.0**	**$80.0**

PRIVATE, INDEPENDENT

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5.0 Million	14	$49.8	$39.3	$44.9	$59.8
$5 - $9.9 Million	9	$68.5	$60.5	$70.0	$72.5
$10 - $19.9 Million	1		*INSUFFICIENT DATA*		
$20 - $99.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**24**	**$58.8**	**$43.4**	**$59.0**	**$70.0**

PRIVATE, CHURCH RELATED

Operating Budget Group	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5.0 Million	9	$36.6	$27.4	$34.2	$48.0
$5 - $9.9 Million	1		*INSUFFICIENT DATA*		
$10 - $19.9 Million	0		*NONE REPORTED*		
$20 - $99.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**10**	**$42.7**	**$28.1**	**$36.1**	**$58.0**

The overall increase in compensation reported for all classifications and types between the 1986 survey and the 1988 survey is 9.7 percent.

SALARY INCREASE INFORMATION

Survey participants were asked to provide information on the most recent salary increases for CEOs. Over 890 institutions indicate that they have increased CEOs salary in the last 12 month period. The average increase in annual salary reported by those institutions is 7.4 percent. The highest average salary increases were granted by research universities as shown in the table.

TABLE 74

SALARY INCREASE INFORMATION

Institution Classification Group	Number Of Institutions	Average Number Of Months Since Last Increase	Average Rate Of Last Increase	Median Rate Of Last Increase
Research University	52	10	9.6%	7.8%
Other Doctoral Granting University	37	11	6.9%	7.0%
Comprehensive University	144	10	7.5%	6.0%
Baccalaureate College	296	9	7.7%	7.0%
Specialized Institution	70	10	7.0%	5.0%
Two Year College	292	9	6.7%	6.0%
TOTAL	891			
AVERAGES		9	7.4%	

OUTSIDE SOURCES OF ANNUAL SALARY

A total of 30 CEOs or 3.0 percent of the survey sample receive a portion of their annual salary from a source other than the institution. In most cases, the salary supplement is provided by a college or university foundation. Data provided by those institutions indicates that, on average, this part of the CEOs annual salary amounts to $24,338, as shown on the following:

TABLE 75

INCIDENCE OF SUPPLEMENTAL SALARY

Type Of Compensation	Number Of CEOs Receiving	Percent Of Sample	Annual $ Amount Median	Annual $ Amount Average
Supplemental Salary	30	3.0%	$23,000	$24,338

ADDITIONAL CEO INCOME

College and university CEOs receive income in addition to their annual salaries from a variety of sources. A total of 174 CEOs are eligible to receive cash compensation in addition to their annual base salary from their institution. Of these, 135 institutions specified the type and amount of additional cash compensation. The table below shows the average amount paid out for each form of additional cash compensation:

TABLE 76

ADDITIONAL CASH COMPENSATION

Type Of Compensation	Number Of CEOs Receiving*	Percent Of Sample	Annual $ Amount Median	Annual $ Amount Average
Annual Bonus	38	3.8%	$2,750	$7,114
Salary Supplement	110	10.9%	$8,000	$10,009
Profit Sharing	3	0.3%	$1,500	$6,416
FICA Reimbursement	19	1.9%	$3,114	$3,541

*Some CEOs receive two or more types of additional cash compensation.

When all of these types of additional compensation are consolidated, the average cash received by CEOs in addition to annual salary is $9,832 as shown below:

TABLE 77

AVERAGE CASH IN ADDITION TO ANNUAL SALARY

Type Of Compensation	Number Of CEOs Receiving	Percent Of Sample	Annual $ Amount Median	Annual $ Amount Average
All Four Categories Combined	135	13.4%	$7,200	$9,832

CEOs also earn income from outside sources in 255 (25.3 percent) of the participating institutions. Of these, 191 colleges and universities specified the source and amount of income earned by their CEO as shown on the following table:

TABLE 78

INCOME FROM OUTSIDE SOURCES

Type Of Compensation	Number Of CEOs Receiving	Percent Of Sample	Annual $ Amount Median	Annual $ Amount Average
Paid Corporate Directorships	126	12.5%	$5,000	$10,856
Honorariums/Lecture Fees	96	9.6%	$1,500	$2,822
Consulting Fees	63	6.3%	$2,000	$4,815

*Some CEOs receive compensation from two or more additional sources.

When all of these additional income sources are consolidated, the average additional income derived is $10,905 per year as shown in the following chart.

TABLE 79

ADDITIONAL INCOME

Type Of Compensation	Number Of CEOs Receiving	Percent Of Sample	Annual $ Amount Median	Annual $ Amount Average
All Three Sources Combined	191	19.0%	$5,000	$10,905

SALARY DEFERRAL

Of the 1,005 survey participants, 324 (32.2 percent) indicate that they allow a portion of CEO annual salary to be deferred into later taxable years. The table below summarizes the interest crediting mechanism utilized to determine the value of these deferrals in future years:

TABLE 80

INTEREST CREDITING ON DEFERRED INCOME

Type Of Compensation	Number Of CEOs Receiving	Percent Of Sample
Prime Rate	18	1.8%
T-Bill Rate	10	1.0%
Investment Portfolio	137	13.6%
No Interest	74	7.4%

GROUP AND RETIREMENT BENEFITS FOR CEOS

GROUP BENEFITS

Group benefits are defined as health and welfare plans which are related to death, disability, medical and retirement plans. For this study, participants provided general information on the availability of these plans as they are extended to college and university CEOs and their immediate families. The table below summarizes the availability of specific types of plans as well as the percent of premium paid by the institution to provide the benefit to their CEO:

TABLE 81

GROUP BENEFITS OFFERED TO CEOs

Medical Benefits	Total Number Of Responses	Percent Not Providing	Percent Of Premiums Paid By Institution			
			Under 25%	26%-50%	51%-75%	76%-100%
			(Percent Of Institutions Providing)			
Medical/Hospital Insurance						
CEO Only	94	1.1%	1.1%	4.3%	6.4%	87.2%
CEO And Family	891	16.7%	5.4%	10.6%	12.6%	54.8%
Dental Care Insurance						
CEO Only	120	40.0%	1.7%	5.0%	4.2%	49.2%
CEO And Family	835	48.4%	5.5%	5.5%	7.4%	33.2%
Vision Care Insurance						
CEO Only	121	76.9%	0.8%	0.8%	2.5%	19.0%
CEO And family	812	75.5%	1.5%	1.7%	3.8%	17.5%
Prescription Drug Insurance						
CEO Only	90	64.4%	1.1%	0.0%	5.6%	28.9%
CEO And Family	677	57.9%	2.2%	3.1%	5.9%	30.9%
Other Insurance Plans						
Basic Life Insurance	952	10.0%	5.7%	6.1%	3.6%	74.7%
Basic Short-Term Disability	826	45.3%	3.5%	2.2%	1.2%	47.8%
Long-Term Disability	896	19.4%	8.8%	3.9%	4.1%	63.7%
Accidental Death And Dismemberment	856	30.7%	7.9%	2.8%	2.2%	56.3%
Business Travel Insurance	804	61.2%	1.2%	0.5%	0.4%	36.7%
Personal Liability Insurance	810	54.8%	0.7%	0.0%	0.6%	43.8%
Senior Income Insurance	759	82.6%	1.7%	0.9%	0.7%	14.1%

As shown above, 891 of the institutions responding provide Medical/Hospital Insurance to their CEO and immediate family. Of these, 54.8 percent pay from 76 to 100 percent of the premiums associated with this benefit.

The overall cost of the group benefits listed on this table is approximately 12.3 percent (on average) of the CEOs base salary. This is based upon the responses of 769 institutions as shown below:

TABLE 82

COST OF BENEFITS

	Cost Of Benefits *(As A Percent Of Salary)*
1st Quartile	3.5%
Median	8.5%
3rd Quartile	20.0%
Average	12.3%
Number Of Responses	769

TABLE 83

COST OF BENEFITS (AS A % OF SALARY)

	Number Of Responses	Percent Of Sample	Cumulative Percent Of Sample
Under 5.0%	263	34.2%	34.2%
5.0 - 9.99%	132	17.2%	51.4%
10.0 - 14.99%	75	9.8%	61.2%
15.0 - 19.99%	63	8.2%	69.3%
20.0 - 29.99%	184	23.9%	93.3%
30.0% And Over	52	6.8%	100.0%
TOTAL	**769**	**100.0%**	

When reviewed in terms of percentage groupings, 51.4 percent of the survey respondents grant benefits costing less than 10 percent of base salary. It should also be noted that approximately 24 percent of the survey sample grants group benefits that fall in the 20 to 30 percent cost category.

TOTAL RETIREMENT BENEFITS

Post retirement benefits programs appear to be gaining in popularity for CEOs upon completion of service to the institution. Coverage is not reduced after retirement from the CEO post in 61.7 percent of those institutions responding. Coverage continues to be paid by 52.3 percent of those institutions which offer these types of plans before retirement.

TABLE 84

POST RETIREMENT INSURANCE PROGRAMS

	Coverage Not Reduced		Coverage Paid By Institution	
	Percent	Total Responses	Percent	Total Responses
Medical/Hospital Insurance	61.7%	674	52.3%	689
Dental Care Insurance	73.3%	456	32.2%	459
Vision Care Insurance	83.8%	365	19.1%	372
Prescription Drug Insurance	72.6%	438	37.3%	451
Basic Life Insurance	48.8%	535	36.4%	536

The relationship between institutional and CEO contributions to the CEO retirement program was analyzed. The analysis found that the majority of institutions contribute between five and 15 percent of the CEOs salary and that the majority of CEOs contributed between five and 10 percent of their salary towards their own retirement program. On average, the institution contributes 9.2 percent, and the CEO contributes 3.9 percent of base salary towards the retirement fund. The tables below indicate the number of institutions, and CEOs contributing to the CEO retirement program. The tables also show the total contributions from both sources to the retirement program.

TABLE 85

CONTRIBUTIONS TO CEO RETIREMENT PROGRAM

Contribution As A Percent Of CEO Salary	Institutional Contribution	CEO Contribution	Total Contribution (Both Sources)
		(Number Of Responses)	
None	39	274	0
Less Than 5.0%	32	121	23
5.0 - 9.99%	397	457	116
10.0 - 14.99%	312	26	403
15.0 - 19.99%	78	1	255
20.0 - 29.99%	22	1	83
TOTALS	**880**	**880**	**880**
MEDIAN	**9.0**	**5.0**	**13.1**
AVERAGES	**9.2**	**3.9**	**13.2**

College and university CEOs enjoy additional or supplemental retirement benefits in the form of tax sheltered annuities. Relatively few institutions provide this benefit over and above the TIAA–supplemental retirement act. As shown in the table below, the 28 institutions which do offer such programs contribute an average of 6.1 percent of salary.

TABLE 86

CONTRIBUTION TO TAX SHELTERED ANNUITY (OTHER THAN TIAA)

Contribution As A Percent Of Salary	Institutional Contribution	CEO Contribution	Total Contribution (Both Sources)
		(Number Of Responses)	
None	2	21	0
Less Than 5.0%	6	2	3
5.0 - 9.99%	15	3	17
10.0 - 14.99%	4	2	7
15.0 - 19.99%	1	0	1
20.0 - 29.99%	0	0	0
TOTALS	**28**	**28**	**28**
MEDIAN	**5.5**	**0.0**	**8.0**
AVERAGES	**6.1**	**1.6**	**7.7**

By comparison, 132 institutions make contributions to the TIAA-SRA for CEOs. On average, that contribution is 5.1 percent of the CEOs annual salary.

TABLE 87

CONTRIBUTION TO TIAA/SRA

Contribution As A Percent Of Salary	Institutional Contribution	CEO Contribution *(Number Of Responses)*	Total Contribution (Both Sources)
None	39	15	0
Less Than 5.0%	11	21	8
5.0 - 9.99%	59	74	33
10.0 - 14.99%	19	17	61
15.0 - 19.99%	4	3	21
20.0 - 29.99%	0	2	9
TOTALS	**132**	**132**	**132**
MEDIAN	**5.0**	**5.0**	**10.0**
AVERAGES	**5.1**	**6.0**	**11.1**

Other deferred compensation plans were found in only 66 of the surveyed institutions. The institutions' contributions to these plans averaged 5.8 percent of salary.

TABLE 88

CONTRIBUTION TO OTHER DEFERRED COMPENSATION PLAN

Contribution As A Percent Of Salary	Institutional Contribution	CEO Contribution *(Number Of Responses)*	Total Contribution (Both Sources)
None	13	45	0
Less Than 5.0%	14	4	10
5.0 - 9.99%	24	12	33
10.0 - 14.99%	9	5	17
15.0 - 19.99%	4	0	4
20.0 - 29.99%	2	0	2
TOTALS	**66**	**66**	**66**
MEDIAN	**5.0**	**0.0**	**8.0**
AVERAGES	**5.8**	**2.2**	**8.0**

Of all survey participants, 451 provided consolidated pension amounts which account for all sources of retirement plans. On average, the CEOs of these institutions can expect to receive approximately 50 percent of their annual salary from all of their pension sources.

TABLE 89

ANNUAL PENSION FROM ALL SOURCES

Annual Pension As A Percent Of CEO Salary	Number Of Responses	Percent Of Sample	Cumulative Percent Of Sample
Under 20.0%	92	20.4%	20.4%
20.0 - 29.99%	46	10.2%	30.6%
30.0 - 39.99%	17	3.8%	34.4%
40.0 - 49.99%	25	5.5%	39.9%
50.0 - 59.99%	80	17.7%	57.6%
60.0 - 69.99%	76	16.9%	74.5%
70.0% And Over	115	25.5%	100.0%
TOTAL	451	100.0%	
MEDIAN		50.0%	
AVERAGE		48.3%	

CEO PERQUISITES

The prevalence of specific types of perquisites appears to be roughly the same as reported in the 1986 survey. The impact of recent tax legislation is marginal with respect to the types of perquisites offered. The two most prevalent perquisites offered to college and university CEOs are housing and automobiles, as shown in the perquisite table below:

TABLE 90

PERQUISITES PROVIDED TO CEOs

	Number Of Responses	Provided To CEO Only	Provided To CEO And Senior Staff Only	Provided To All Exempt	Not Provided
			(Percent Of Sample)		
Reimbursement Of Excess Medical/Dental Expenses	933	2.6%	0.8%	7.7%	89.0%
Supplemental Life Insurance	931	9.9%	3.8%	29.3%	56.9%
Supplemental Long-Term Disability	916	3.6%	2.6%	22.2%	71.6%
Supplemental Business Travel Insurance	888	4.6%	3.5%	7.9%	84.0%
Housing Expenses	926	56.1%	4.1%	1.1%	38.8%
Automobile	949	57.5%	21.6%	1.5%	19.4%
Annual Physical	901	9.2%	6.2%	6.3%	78.7%
Financial/Legal Counseling	901	5.2%	1.7%	2.6%	90.6%
Interest Free Loans	899	2.3%	0.6%	0.8%	96.3%
Country Club Membership	911	20.3%	5.8%	0.3%	73.6%
Luncheon Club Membership	913	23.2%	10.2%	0.4%	66.2%
Athletic Club Membership	892	4.6%	2.0%	0.9%	92.5%

SUPPLEMENTAL PROGRAMS

One of the most prevalent supplemental programs in industry is an excess medical benefit plan. Among the participants in this study, only 70 (seven percent of the total sample) offer this type of program to their CEO. The average annual dollar value of this perquisite is $2,654 as shown below:

TABLE 91

EXCESS MEDICAL BENEFIT DOLLAR VALUE

	Annual $ Value Of Excess Medical/ Dental Benefits
1st Quartile	$600
Median	$1,250
3rd Quartile	$2,550
Average	$2,654
Number Of Responses	70

Only 127 (approximately 13 percent) of the survey participants offer life insurance, to their CEO over and above that provided to other employees. The average amount of life insurance provided is over $154,000 as shown below:

TABLE 92

AMOUNT OF LIFE INSURANCE PROVIDED CEO

	Amount Of Life Insurance Provided CEO
1st Quartile	$25,000
Median	$100,000
3rd Quartile	$200,000
Average	$154,655
Number Of Responses	127

Long term disability plans for CEOs generally cover (or pay out) the CEOs salary after an extended illness or disability. Over 20 percent (207) of the participants in this survey indicate that they do provide the benefit to their CEO covering 62.7 percent of pay, on average. In addition, 98 participants report that the maximum benefit payable to CEOs on long term disability averages $54,058.

TABLE 93

LONG-TERM DISABILITY PAY

	Percent Of Pay Covered Under Long-Term Disability Program
1st Quartile	60.0%
Median	60.0%
3rd Quartile	66.7%
Average	62.7%
Number Of Responses	207
	Maximum Benefit
1st Quartile	$24,000
Median	$41,000
3rd Quartile	$60,000
Average	$54,058
Number Of Responses	98

College and university CEOs that travel as part of their job can be eligible for Supplemental Business Travel Insurance. Over 11 percent of the survey respondents (114 colleges and universities) indicate that their CEO is provided with this perquisite. Of those institutions, 87 (76.3 percent) indicate that the insurance premiums are paid by the institution. The table below details responses from 40 institutions that identified the actual amount of travel insurance provided specifically to their CEO.

TABLE 94

SUPPLEMENTAL BUSINESS TRAVEL INSURANCE

	Amount Of Supplemental Business Travel Insurance Provided CEO
1st Quartile	$50,000
Median	$100,000
3rd Quartile	$150,000
Average	$174,000
Number Of Responses	40

CEO Housing Expenses

College and university CEOs are typically provided with some form of housing assistance as part of their compensation. The most prevalent form of assistance is to allow the CEO to utilize a residence located on campus for primary living quarters. A total of 481 colleges and universities (47.9% of the participants) provide this perquisite. Most of these institutions require the CEO to occupy the facility. The table below identifies additional elements of this perquisite, including the incidence of specific forms of related housing assistance.

TABLE 95

UNIVERSITY OWNED FACILITIES

	Number Of Responses	Percent Of Sample
Maintenance (Including Grounds) Provided By Institution	430	89.4%
Allowance For Remodeling	231	48.0%
Household Staff (Full Or Part-Time)	334	69.4%
Utilities Paid By Institution	416	86.5%
No Additional Provisions	383	79.6%

Institutions which do not provide a residence to their CEO generally provide housing assistance of a different nature. The table below details the prevalence of specific types of housing assistance provided to the CEOs of 524 institutions which do not provide a university owned residence :

TABLE 96

HOUSING ASSISTANCE

	Number Of Responses	Percent Of Sample
Allowance Toward Home Purchase	112	21.4%
Subsidy To Reduce Mortgage Interest Cost	27	5.2%
Rent Paid In Full	7	1.3%
Allowance Toward Rent Provided	46	8.8%
Property Taxes Paid In Full	2	0.4%
Allowance Toward Property Taxes Provided	6	1.1%
No Provision	343	65.5%

Data was analyzed by institution type to determine if there is a greater prevalence of university provided housing by type of institution. When compared to the total number of institutions of any specific type, it was determined that different housing practices are not followed.

TABLE 97

HOUSING ASSISTANCE BY INSTITUTION TYPE

	Research University	Other Doctoral Granting University	Comprehensive University	Baccalaureate College	Specialized Institutions	Two Year College
Residence Provided By Institution	42	24	106	221	32	56
Maintenance Provided	40	23	101	195	24	47
Allowance For Remodeling	25	14	53	101	11	27
Household Staff	37	20	92	143	14	28
Utilities Paid	38	23	96	191	20	48
Total Number Of Institutions By Classification	54	39	170	329	78	335

The total dollar value of all housing provisions, including university owned facilities and additional housing assistance average $20,819 per year as reported by 365 institutions.

TABLE 98

VALUE OF HOUSING PROVISIONS

	Dollar Value Of All Housing Provisions
1st Quartile	$8,000
Median	$12,000
3rd Quartile	$20,500
Average	$20,819
Number Of Responses	365

CEO AUTOMOBILE POLICIES

The majority of college and university CEOs are provided some form of transportation allowance with a formal automobile policy. A total of 976 institutions responded to this question and 581 (59.5 percent) of these provided a car to the CEO for professional and personal use.

TABLE 99

AUTOMOBILE POLICY

	Number Of Responses	Percent Of Sample
Personal Car Provided	581	59.5%
Pool Car Assignment To CEO	146	25.0%
Unassigned Pool Car Available As Needed	50	5.1%
Automobile Not Provided	162	16.6%
Operating Expenses Provided (Fuel And Maintenance)	538	55.1%
Allowance Toward Operating Expenses Provided	122	12.5%
Option To Purchase	21	2.2%
Driver Provided As Needed	85	8.7%

Survey participants were asked to provide an annual dollar value for all automobile allowances. On average, the value of this perquisite to the CEO is $4,840 per year.

TABLE 100

VALUE OF AUTOMOBILE ALLOWANCES

	Annual Dollar Value Of All Automobile Allowance
1st Quartile	$3,000
Median	$4,500
3rd Quartile	$6,000
Average	$4,840
Number Of Responses	550

The prevalence of an automobile policy was also analyzed with respect to the specific types of institutions providing this perquisite. The table below details this analysis:

TABLE 101

AUTOMOBILE POLICY BY INSTITUTION TYPE

	Research University	Other Doctoral Granting University	Comprehensive University	Baccalaureate College	Specialized Institutions	Two Year College
Personal Car Provided	28	17	113	216	44	163
Pool Care Assigned To CEO	21	9	29	44	2	41
Unassigned Pool Care Available As Needed	3	4	6	14	3	20
Operating Expenses Provided	31	19	105	196	34	153
Allowance Towards Operating Expenses	6	5	12	36	14	49
Option To Purchase	0	1	7	10	1	2
Driver Provided	22	4	20	30	5	4
Total Number Of Institutions By Classification	54	39	170	329	78	335

TUITION ASSISTANCE POLICIES

Most of the responding institutions have a formal policy on tuition assistance for the CEO's immediate family. This survey focused on those programs which apply to all employees. In addition, many institutions provide tuition assistance at other institutions. The table below details the response of all survey participants to questions on tuition assistance:

TABLE 102

TUITION ASSISTANCE

	At This Institution		At Other Institutions	
	For Children	For Spouse	For Children	For Spouse
Not Offered	26.5%	26.5%	36.4%	38.0%
No Provision	9.1%	9.1%	12.3%	12.5%
Full Tuition	45.0%	39.1%	11.2%	5.2%
50% Or More Of Tuition	13.7%	12.1%	5.0%	2.3%
Less Than 50% Of Tuition	2.6%	3.8%	2.5%	0.7%
$ Amount Equal To Tuition At CEO's Institution	NA	NA	3.8%	1.4%
No Response	3.1%	9.4%	28.8%	39.9%

The table indicates that 45 percent of all institutions in the survey sample provide full tuition to children of the CEO and 39.1 percent provide full tuition to the spouse of the CEO.

LOCAL ENTERTAINMENT

College and university CEOs are generally granted significant dollar amounts for local entertainment and business functions. These functions, ranging from business lunches to fully catered dinners, are included in the CEOs local entertainment expenses. A total of 971 institutions provided information on local entertainment. Of these, 139 (14.3 percent) indicate that no provision is made for these types of expenses.

TABLE 103

LOCAL ENTERTAINMENT EXPENSES

	Number Of Responses	Percent Of Sample
Fixed Allowance For Business Entertainment	217	22.3%
Reimbursement For Actual Out-Of-Pocket Expenses	649	66.8%
Unrestricted Expense Account	96	9.8%
Campus Facilities Provided For Entertaining	459	47.3%
Institution Staff (e.g. Catering) Available As Needed	469	48.3%
No Provision	139	14.3%

BUSINESS/PROFESSIONAL TRAVEL ENTERTAINMENT

CEOs that incur business expenses while traveling are reimbursed for these expenses. The basis on which they are reimbursed is detailed in the following table:

TABLE 104

BUSINESS AND PROFESSIONAL TRAVEL ENTERTAINMENT

	Number Of Responses	Percent Of Sample
Reimbursement For Actual Out-Of-Pocket Expenses	787	80.0%
Unrestricted Expense Account	92	9.4%
Per Diem Allowance	199	20.4%
Separate Travel Allowance	129	13.2%
First Class Air Travel	43	4.4%
Airline VIP Lounge Membership	86	8.8%
Use Of Institution—Owned Aircraft	28	2.9%
Partial Or All Expenses For Spouses Included	241	24.7%
Partial Or All Expenses For Spouse And Children Included	7	0.7%
No Provision	60	6.0%

ASSISTANCE FOR SPOUSE

CEO spouses can perform an active and visible role in the community. Survey participants were asked the extent of assistance provided to the CEO spouse for these duties. Of 912 responding institutions, 640 (70.2 percent) indicate that no such provision is made for the CEOs spouse.

TABLE 105

ASSISTANCE FOR CEOs SPOUSE

	Number Of Responses	Percent Of Sample
Secretarial Staff (Full-Time, Part-Time, Or As Needed) Provided	74	8.1%
Additional Staff/Facilities For Entertaining As Needed	239	26.2%
Remuneration For Involvement In Institution Affairs	65	7.1%
Other	27	3.0%
No Provision	640	70.2%

INVOLUNTARY SEPARATION POLICIES

Involuntary separation policies are being utilized by more institutions than in the 1986 survey. This formalization of policy serves to protect the institution in cases where separation becomes necessary. Compared to 18 percent reported in the 1986 survey, 24 percent of the 1988 survey participants now have such policies as shown below:

TABLE 106

INVOLUNTARY SEPARATION POLICY

	Number Of Responses	Percent Of Sample
Yes	231	24.0%
No	731	76.0%
TOTAL	**962**	**100.0%**

In the 1986 survey, approximately 71 percent of the respondents provided separation pay. In comparison, 67 percent of this year's respondents provide separation pay.

TABLE 107

SEPARATION PAY

	Number Of Responses	Percent Of Sample
Yes	154	67.0%
No	76	33.0%
TOTAL	**230**	**100.0%**

The amount of separation pay offered at the time of separation was compared to the amount reported in past surveys, as shown in the following table:

TABLE 108

AMOUNT OF SEPARATION PAY

	1988		1986
	Number Of Responses	Percent Of Sample	Percent Of Sample
Less Than 6 Months	36	23.4%	32.0%
6 - 12 Months	63	40.9%	36.0%
Over 12 Months	14	9.1%	10.0%
Negotiable At Time Of Separation	41	26.6%	22.0%
TOTAL	**154**	**100.0%**	**100.0%**

Only 45.4 percent of those institutions that responded indicate that they continue benefits for CEOs that are separated involuntarily. This is moderately lower than previous surveys in which it was reported that "slightly over half" of the respondents continued benefits after separation.

TABLE 109

BENEFITS CONTINUATION

	Number Of Responses	Percent Of Sample
Yes	99	45.4%
No	119	54.6%
TOTAL	**218**	**100.0%**

For those institutions that do continue benefits following involuntary separation, roughly 81 percent (80 out of 99) continue medical coverage for an average of 14 months. Only 49 percent continue life insurance coverage and 43 percent continue long term disability coverage.

TABLE 110

LENGTH OF CONTINUATION PERIOD

	Number Of Responses	Median Number Of Months	Average Number Of Months
Medical Coverage	80	12	14
Life Insurance Coverage	49	12	10
Long-Term Disability Coverage	43	12	10

In addition to pay and benefits, 22 institutions provide outplacement assistance as a standard part of their involuntary separation policy.

TABLE 111

OUTPLACEMENT ASSISTANCE

	Number Of Responses	Percent Of Sample
Yes	22	12.9%
No	149	87.1%
TOTAL	**171**	**100.0%**

APPENDIX

LIST OF PARTICIPATING INSTITUTIONS

Adelphi University/Garden City, NY
Aims Community College/Greeley, CO
Alamo Community College District/San Antonio, TX
Albany College of Pharmacy/Albany, NY
Albany Law School/Albany, NY
Albany State College/Albany, GA
Albertus Magnus College/New Haven, CT
Albuquerque Technical-Vocational Institute/Albuquerque, NM
Alcorn State University/Lorman, MS
Alderson - Broaddus College/Philippi, WV
Allegheny College/Meadville, PA
Alma College/Alma, MI
Alpena Community College/Alpena, MI
Alvin Community College/Alvin, TX
American Graduate School of International Management/Glendale, AZ
American Institute of Business/Des Moines, IA
American Technological University/Killeen, TX
Anderson College/Anderson, SC
Anna Maria College for Men and Women/Paxton, MA
Anne Arundel Community College/Arnold, MD
Anson Community College/Ansonville, NC
Antelope Valley College/Lancaster, CA
Antioch University/Yellow Springs, OH
Aquinas College/Grand Rapids, MI
Aquinas Junior College/Milton, MA
Aquinas Junior College/Nashville, TN
Arapahoe Community College/Littleton, CO
Arizona College of the Bible/Phoenix, AZ
Arizona State University/Tempe, AZ
Arizona Western College/Yuma, AZ
Arkansas College/Batesville, AK
Arkansas State University/State University, AK
Arkansas Tech University/Russellville, AK
Armstrong College/Berkeley, CA
Armstrong State College/Savannah, GA
Art Institute of Southern California/Laguna Beach, CA
Asbury College/Wilmore, KY
Assumption College/Worcester, MA
Assumption College for Sisters/Mendham, NJ
Athens State College/Athens, AL
Atlanta Metropolitan College/Atlanta, GA
Atlantic Community College/Mays Landing, NJ
Auburn University/Auburn, AL
Auburn University/Montgomery, AL
Augustana College/Rock Island, IL
Austin Community College/Austin, MN
Austin Presbyterian Theological Seminary/Austin, TX
Averett College/Danville, VA
Azusa Pacific University/Azusa, CA
Bainbridge College/Bainbridge, GA
Baldwin Wallace College/Berea, OH
Baptist College/Charleston, SC
Baptist Missionary Association Theological Seminary/Jacksonville, TX
Barstow Community College/Barstow, CA
Barton County Community College/Great Bend, KS
Bay Path Junior College/Longmeadow, MA
Beaver College/Glenside, PA
Bellarmine College/Louisville, KY
Belmont Abbey College/Belmont, NC
Belmont Technical College/St. Clairsville, OH
Bemidji State University/Bemidji, MN
Benedictine College/Atchison, KS
Berkshire Community College/Pittsfield, MA
Bethany Lutheran College/Mankato, MN
Bethel College/North Newton, KS
Bethel College/St. Paul, MN
Black Hawk College/Moline, IL
Black Hills State College/Spearfish, SD
Blinn College/Brenham, TX
Blue Mountain Community College/Pendleton, OR
Bluefield State College/Bluefield, WV
Board of Regents State University System of Florida/Tallahassee, FL
Boise Bible College/Boise, ID
Bowdoin College/Brunswick, ME
Bowling Green State University/Bowling, OH
Bradley University/Peoria, IL
Brandeis University/Waltham, MA
Brenau College/Gainesville, GA
Briar Cliff College/Sioux Sity, IA
Bridgewater College/Bridgewater, VA
Bridgewater State College/Bridgewater, MA
Bristol Community College/Fall River, MA
Brookhaven College/Farmers Branch, TX
Broome Community College/Binghamton, NY
Bryan College/Dayton, TN
Bucks County Community College/Newtown, PA
Buena Vista College/Storm Lake, IA
Butte Community College/Oroville, CA
Caldwell Community College/Lenoir, NC
California Family Study Center/North Hollywood, CA
California Institute of Integral Studies/San Francisco, CA
California Lutheran University/Thousand Oaks, CA
California Maritime Academy/Vallejo, CA
California State University/Sacramento, CA
California State University/Fresno, CA
California State University/Los Angeles, CA
California State University - Chancellors Office/Long Beach, CA
Calvin College/Grand Rapids, MI
Canisius College/Buffalo, NY
Cape Fear Community College/Wilmington, NC
Cardinal Stritch College/Milwaukee, WI
Carleton College/Northfield, MN
Carroll College/Helena, MT
Carroll College/Waukesha, WI
Carteret Community College/Morehead, NC
Castleton State College/Castleton, VT
Catawba College/Salisbury, NC
Catholic Theological Union/Chicago, IL
Catonsville Community College/Baltimore, MD
Cayey University College/Cayey, PR
Cayuga County Community College/Auburn, NY
CBN University/Virginia Beach, VA
Cecil Community College/North East, MD
Cedar Crest College/Allentown, PA
Center for Creative Studies/Detroit, MI
Central Baptist College/Conway, AR
Central College/Pella, IA
Central Community College/Grand Island, NE
Central Connecticut State University/New Britain, CT
Central Michigan University/Mt. Pleasant, MI
Central Missouri State University/Warrensburg, MO
Central Ohio Technical College/Newark, OH
Central Virginia Community College/Lynchburg, VA
Central Wesleyan College/Central, SC
Central Wyoming College/Riverton, WY
Centralia College/Centralia, WA
Chadron State College/Chadron, NE
Chaminade University/Honolulu, HI
Chatfield College/St. Martin, OH
Chatham College/Pittsburgh, PA
Chesterfield/Marlboro Tech College/Cheaw, SC
Christian Brothers College/Memphis, TN
Cincinnati Technical College/Cincinnati, OH
Cisco Junior College/Cisco, TX
Clackamas Community College/Oregon City, OR
Clarion University of Pa/Clarion, PA
Clark College/Vancouver, WA
Clark State Community College/Springfield, OH
Clark University/Worcester, MA
Clarke College/Dubuque, IA
Clearwater Christian College/Clearwater, FL
Clemson University/Clemson, SC
Cleveland Chiropractic College/Kansas City, MO
Clinch Valley College of the University of Virginia/Wise, VA
Cochise College/Douglas, AZ
Cogsweel College/Cupertino, CA

Coker College/Hartsville, SC
Colby-Sawyer College/New London, NH
Colegio Biblico Pentecostal/Saint Just, PR
College of Aeronautics/Flushing, NY
College of Dupage/Glen Ellyn, IL
College of Eastern Utah/Price, UT
College of Great Falls/Great Falls, MT
College of Mount St. Joseph/Mount St. Joseph, OH
College of Notre Dame/Belmont, CA
College of Notre Dame of Maryland/Baltimore, MD
College of Saint Teresa/Winona, MN
College of Santa Fe/Santa Fe, NM
College of St. Joseph/Rutland, VT
College of St. Scholastica/Duluth, MN
College of the Mainland/Texas City, TX
College of the Redwoods/Eureka, CA
College of the Sequoias/Visalia, C.
College of the Siskiyous/Weed, CA
College of Wooster/Wooster, OH
Collin County Community College/McKinney, TX
Colorado Mountain College/Glenwood Springs, CO
Colorado Northwestern Community College/Rangely, CO
Columbia Bible College and Seminary/Columbia, SC
Columbia College/Columbia, SC
Columbia College of Nursing/Milwaukee, WI
Columbia State Community College/Columbia, TN
Columbia-Greene Community College/Hudson, NY
Columbus College/Columbus, GA
Columbus State Community College/Columbus, OH
Community College of Allegheny County-South Campus/West Mifflin, PA
Community College of Aurora/Aurora, CO
Community College of Rhode Island/Warwick, RI
Community College of the Air Force/Maxwell Air Force Base, AL
Community College of the Finger Lakes/Canandaigua, NY
Concord College/Athens, WV
Concordia College/Bronxville, NY
Concordia College/Moorhead, MN
Concordia College Wisconsin/Mequon, WI
Concordia Seminary/St. Louis, MO
Converse College/Spartanburg, SC
Coppin State College/Baltimore, MD
Cottey College/Nevada, MO
Covenant College/Lookout Mt, GA
Cumberland County College/Vineland, NJ
CUNY - The College of Staten Island/Staten Island, NY
Cvesta College/San Luis Obispo, Ca
D'youville College/Buffalo, NY
Dabneys Lancaster Community College/Clifton Forge, VA
Dakota State College/Madison, SD
Dakota Wesleyan University/Mitchell, SD
Dallas County Community College District/Dallas, TX
Davidson College/Davidson, NC
Dean Junior College/Franklin, MA
Del Mar College/Corpus Christi, TX
Delaware County Community College/Media, PA
Delaware Valley College/Doylestown, PA
Delgado Community College/New Orleans, LA
Depaul University/Chicago, IL
Dickinson College/Carlisle, PA
Dickinson School of Law/Carlisle, PA
Dixie College/St. George, UT
Doane College/Crete, NE
Dominican College of Blauvelt/Orangeburg, NY
Don Bosco College/Newton, NJ
Don Bosco Technical Institute/Rosemead, CA
Dordt College/Sioux Center, IA
Drake University/Des Moines, IA
Drexel University/Philadelphia, PA
Dull Knife Memorial College/Lame Deer, MT
Dundalk Community College/Baltimore, MD
Dutchess Community College/Poughkeepsie, NY
Dyersburg State Community College/Dyersburg, TN
Dyke College/Cleveland, OH
Earlham College/Richmond, IN
East Arkansas Community College/Forrest City, AR
East Carolina University/Greenville, NC
East Georgia College/Swainsboro, GA
East Los Angeles College/Monterey Park, CA
East Stroudsburg University/East Stroudsburg, PA
East Tennessee State University/Johnson City, TN
East Texas State University/Commerce, TX
East Texas State University/Texarkana, TX
Eastern Baptist Theological Seminary/Philadlephia, PA
Eastern Illinois University/Charleston, IL
Eastern Mennonite College & Seminary/Harrisonburg, VA
Eastern Montana College/Billings, MT
Eastern New Mexico University/Portales, NM
Eastern New Mexico University/Roswell, NM
Eastern Washington University/Cheney, WA
Eastern Wyoming College/Torrington, WY
Eckerd College/St. Petersburg, FL
Eden Theological Seminary/St. Louis, MO
Edgewood College/Madison, WI
Edinboro University of Pennsylvania/Edinboro, PA
Edison State Community College/Piqua, OH
El Centro College/Dallas, TX
Elizabeth City State University/Elizabeth City, NC
Elmhurst College/Elmhurst, IL
Elmira College/Elmira, NY
Emory University/Atlanta, GA
Eureka College/Eureka, IL
Evangelical School of Theology/Myerstown, PA
Fairfield University/Fairfield, CT
Fairmont State College/Fairmont, WV
Faulkner University/Montgomery, AL
Ferrum College/Ferrum, VA
Fitchburg State College/Fitchburg, MA
Florida Atlantic University/Boca Raton, FL
Florida College/Temple Terrace, FL
Florida Community College/Jacksonville, FL
Florida Institute of Technology/Melbourne, FL
Florida International University/Miami, FL
Florida State University/Tallahassee, FL
Floyd College/Rome, GA
Fort Hays State University/Hays, KS
Framingham State College/Framingham, MA
Franklin College of Indiana/Franklin, IN
Fresno City College/Fresno, CA
Fresno Pacific College/Fresno, CA
Garden City Community College/Garden City, KS
Gateway Technical College/Kenosha, WI
Gavilan College/Gilroy, CA
Geneva College/Beaver Falls, PA
George Mason University/Fairfax, VA
Georgetown College/Georgetown, KY
Georgia College (University System of Georgia)/Milledgeville, GA
Georgia Southern College/Statesboro, GA
Gettysburg College/Gettysburg, PA
Glenville State College/Glenville, WV
Gloucester County College/Sewell, NJ
Golden Gate University/San Francisco, CA
Golden State Baptist Theological Seminary/Mill Valley, CA
Gonzaga University/Spokane, WA
Gordon College/Wenham, MA
Goshen College/Goshen, IN
Governors State University/University Park, IL
Graduate School & Univ Center of the City Univ of NY/New York, NY
Grand Valley State University/Allendale, MI
Grand View College/Des Moines, IA
Green Mountain College/Poultney, VT
Greenfield Community College/Greefield, MA
Grossmont-Cuyamaca Community College District/El Cajon, CA
Guilford College/Greensboro, NC
Guilford Tech Community College/Jamestown, NC
Hamilton College/Clinton, NY
Hannibal-La Grange College/Hannibal, MO
Harcum Junida College/Bryn Mawr, PA
Harding University Graduate School of Religion/Memphis, TN
Harrisburg Area Community College/Harrisburg, PA
Hartford College for Women/Hartford, CT
Hastings College/Hastings, NE
Hartford Seminary/Hartford, CT
Hazard Community College/Hazard, KY
Hendrix College/Conway, AR
Hinds Community College/Raymond, MS
Hofstra University/Hempstead, NY
Holy Family College/Philadelphia, PA
Holy Names College/Oakland, CA
Holyoke Community College/Holyoke, MA
Hope College/Holland, MI
Hostos Community College/Bronx, NY
Houghton College/Houghton, NY
Housatonic Community College/Bridgeport, CT
Houston Baptist University/Houston, TX
Houston Community College/Houston, TX
Howard Community College/Columbia, MD
Howard Payne University/Brownwood, TX
Hudson Valley Community College/Troy, NY
Hutchinson Community College/Hutchinson, KS
I C P R Junior College/Hato Rey, PR
Idaho State University/Pocatello, ID
Illinois College/Jacksonville, IL
Illinois Eastern Community College/Olney, IL
Illinois Eastern Community Colleges District No 529/Olney, IL

Illinois Institute of Technology/Chicago, IL
Immaculata College/Immaculata, PA
Imperial Valley College/Imperial, CA
Indiana University (Central Administration)/Bloomington, IN
Indiana University/Kokomo, IN
Indiana University/South Bend, IN
Indiana University East/Richmond, IN
Indiana University Northwest/Gary, IN
Indiana University of PA/Indiana, PA
Indiana University Southeast/New Albany, IN
Indiana University/Bloomington, IN
Indiana University-Purdue University/Indianapolis, IN
Institute for Christian Studies/Austin, TX
Interdenominational Theological Center/Atlanta, GA
Iona College/New Rochelle, NY
Iowa State University of Science and Technology/Ames, IA
Iowa Valley Community College District/Marshalltown, IA
Iowa Wesleyan College/Mt Pleasant, IA
Itawamba Community College/Fulton, MS
Ithaca College/Ithaca, NY
Jacksonville State University/Jacksonville, AL
Jarvis Christian College/Hawkins, TX
Jefferson Community College/Watertown, NY
Jefferson State Jr College/Birmingham, AL
Jefferson Technical College/Steubenville, OH
Jersey City State College/Jersey City, NJ
John Carroll University/Cleveland, OH
John Wesley College/High Point, NC
John Wood Community College/Quincy, IL
Johnson County Community College/Overland Park, KS
Jones County Junior College/Ellisville, MS
Jordan College/Cedar Springs, MI
Kalamazoo College/Kalamazoo, MI
Kansas College of Technology/Salina, KS
Kansas Newman College/Wichita, KS
Kansas State University/Manhattan, KS
Kansas Wesleyan/Salina, KS
Kauai Community College/Lihue, HI
Kearney State College/Kearney, NE
Kellogg Community College/Battle Creek, MI
Kemper Military School & College/Boonville, MO
Kendall College/Evanston, IL
Kendall College of Art and Design/Grand Rapids, MI
Kent State University Ashtabula Campus/Ashtabula, OH
Kenyon College/Gambier, OH
Keuka College/Keuka Park, NY
Keystone Junior College/Laplume, PA
Kirkwood Community College/Cedar Rapids, IA
L I F E Bible College/Los Angeles, CA
L S U/Eunice, LA
La Roche College/Pittsburgh, PA
Laboratery Institute of Merchandising/New York, NY
Lafayette College/Easton, PA
Lake Erie College/Painesville, OH
Lake Forest College/Lake Forest, IL
Lake Tahoe Community College District/South Lake Tahoe, CA
Lakeland Community College/Mentor, OH
Lakeshore VTAE District/Cleveland, WI
Lamar University Beaumont/Beaumont, TX
Lancaster Bible College/Lancaster, PA
Lander College/Greenwood, SC
Lane College/Jackson, TN
Lane Community College/Eugene, OR
Lansing Community College/Lansing, MI
Laramie County Community College/Cheyenne, WY
Laredo Junior College/Laredo, TX
Lasell Jr College/Newton, MA
Lassen CCD/Susanville, CA
Lawrence University/Appleton, WI
Le Moyne College/Syracuse, NY
Le Tourneau College/Longview, TX
Lebanon Valley College/Annville, PA
Lee College District/Baytown, TX
Lees-Mcrae College/Banner Elk, NC
Lehigh County Community College/Neff, PA
Lehigh University/Bethlehem, PA
Lehman College/Bronx, NY
Lenoir-Rhyne College/Hickory, NC
Lesley College/Cambridge, MA
Lewis & Clark College/Portland, OR
Lexington Community College/Lexington, KY
Lexington Institute of Hospitality Careers/Chicago, IL
Life Chiropractic College West/San Lorenzo, CA
Limestone College/Gaffney, SC
Lincoln Memorial University/Harrogate, TN
Lindsey Wilson College/Columbia, KY
Linfield College/McMinnville, OR
Livingston University/Livingston, AL
Livingstone College/Salisbury, NC
Lock Haven University/Lock Haven, PA
Long Island University/Brookville, NY
Loras College/Dubuque, IA
Los Angeles College of Chiropractic/Whittier, CA
Los Angeles Community College District/Los Angeles, CA
Louisiana State University/Alexandria, LA
Louisiana State University/Baton Rouge, LA
Louisville Presbyterian Theological Seminary/Louisville, KY
Lower Columbia College/Longview, WA
Loyola Marymount University/Los Angeles, CA
Loyola University/New Orleans, LA
Loyola University/Chicago, IL
Lubbock Christian University/Lubbock, TX
Lurleen B Wallace State Junior College/Andalusia, AL
Lutheran Theological Southern Seminary/Columbia, SC
Lycoming College/Williamsport, PA
Lynchburg College/Lynchburg, VA
Lyndon State College/Lyndonville, VT
Maccormac Junior College/Chicago, IL
Madison Area Technical College/Madison, WI
Maine Maritime Academy/Castine, ME
Manhattan Christian College/Manhattan, KS
Manhattanville College/Purchase, NY
Mansfield University of Pennsylvania/Mansfield, PA
Maple Woods Community College/Kansas City, MO
Maricopa Community Colleges/Phoenix, AZ
Marietta College/Marietta, OH
Marion Military Institute/Marion, AL
Mars Hill College/Mars Hill, NC
Mary Baldwin College/Staunton, VA
Mary Washington College/Fredericksburg, VA
Marycrest College/Davenport, IA
Maryknoll School of Theology/Maryknoll, NY
Maryland College of Art & Design/Silver Springs, MD
Maryland Community College/Spruce Pine, NC
Marymount College/Tarrytown, NY
Maryville College/Maryville, TN
Massachusetts Board of Regents of Higher Education/Boston, MA
Mattatuck Community College/Waterbury, CT
Mccormick Theological Seminary/Chicago, IL
Mclennan Community College/Waco, TX
Mcneese State University/Lake Charles, LA
Meadville Theological School of Lombard College/Chicago, IL
Medical University of South Carolina/Charleston, SC
Medical Sciences Campus-University of Puerto Rico/San Juan, PR
Meharry Medical College/Nashville, TN
Memphis State University/Memphis, TN
Memphis Theological Seminary/Memphis, TN
Mercy College of Detroit/Detroit, MI
Meredith College/Raleigh, NC
Merrimack College/North Andover, MA
Merriti College/Oakland, CA
Mesa State College/Grand Junction, CO
Methodist Theological School of Ohio/Delaware, OH
Metropolitan State College/Denver, CO
Metropolitan State University/St. Paul, MN
Michigan State University/East Lansing, MI
Mid Plains Community College/North Platte, NE
Mid-America Bible College/Oklahoma City, OK
Middle Georgia College/Cochram, GA
Middlesex Community College/Bedford, MA
Midland Lutheran College/Fremont, NE
Midway College/Midway, KY
Midwestern State University/Wichita Falls, TX
Miles Community College/Miles City, MT
Millersville University/Millersville, PA
Milligan College/Milligan College, TN
Millikin University/Decatur, IL
Millsaps College/Jackson, MS
Milwaukee Institute of Art & Design/Milwaukee, WI
Minneapolis College of Art & Design/Minneapolis, MN
Minnesota Bible College/Rochester, MN
Minnesota Community College System/St. Paul, MN
Minnesota State University System/St. Paul, MN
Minot State University/Minot, ND
Mississippi State University/Mississippi State, MS
Missouri Baptist College/St. Louis, MO
Missouri Western State College/St. Joseph, MO
Mitchell College/New London, CT
Mohawk Valley Community College/Utica, NY
Monmouth College/West Long Branch, NJ
Montana University System Office/Helena, MT
Montay College/Chicago, IL
Montcalm Community College/Sidney, MI
Monterey Institute of International Studies/Monterey, CA

Montgomery Community College/Troy, NC
Montgomery County Community College/Blue Bell, PA
Montreat Anderson College/Montreat, NC
Montserrat College of Art/Beverly, MA
Moorhead State University/Moorhead, MN
Moravian College/Bethlehem, PA
Morgan Community College/Fort Morgan, CO
Morris Brown College/Atlanta, GA
Mount Mercy College/Cedar Rapids, IA
Mount Union College/Alliance, OH
Mount Wachusett Community College/Gardner, MA
Mt San Jacinto College/San Jacinto, CA
Murray State College/Tishomingo, OK
Muskegon Community College/Muskegon, MI
Muskingum College/New Concord, OH
N Y Institute of Technology/Old Westbury, NY
Nashotah House/Nashotah, WI
Nashville State Technical Institute/Nashville, TN
Nazareth College/Kalamazoo, MI
Nazareth College of Rochester/Rochester, NY
NDSU/Bottineau, ND
Nebraska Wesleyan University/Lincoln, NE
Neumann College/Aston, PA
New England College/Henniker, NH
New Hampshire College/Manchester, NH
New Mexico Highlands University/Las Vegas, NM
New Mexico Military Institute/Roswell, NM
New Mexico State University/Alamogordo, NM
New Mexico State University/Carlsbad, NM
New York City Technical College of the City Univ of NY/Brooklyn, NY
New York Theological Seminary/New York, NY
Niagara County Community College/Sanborn, NY
North Central College/Naperville, IL
North Central Missouri College/Trenton, MO
North Central Technical College/Wausau, WI
North Dakota Board of Higher Education/Bismarck, ND
North Dakota State College of Science/Wahpeton, ND
North Hennepin Community College/Brooklyn Park, MN
North Idaho College/Coeur D'alene, ID
North Iowa Area Community College/Mason City, IA
North Park College & Theological Seminary/Chicago, IL
North Seattle Community College/Seattle, WA
North Shore Community College/Beverly, MA
Northeast Community College/Norfolk, NE
Northeast Louisiana University/Monroe, LA
Northeastern State University/Tahlequah, OK
Northern Essex Community College/Haverhill, MA
Northern Michigan University/Marquette, MI
Northern Oklahoma College/Tonkawa, OK
Northern Virginia Community College/Annandale, VA
Northland College/Ashland, WI
Northwest Christian College/Eugene, OR
Northwest Iowa Technical College/Sheldon, IA
Northwest Nazarene College/Nampa, ID
Northwest Technical College/Archbold, OH
Northwestern College/Orange City, IA
Northwestern College/St. Paul, MN
Northwestern College of Chiropractic/Bloomington, MN
Northwestern Michigan College/Traverse City, MI
Northwestern State University/Natchitoches, LA
Northwood Institute/Midland, MI
Norwalk Community College/Norwalk, CT
Norwalk State Technical College/Norwalk, CT
Notre Dame College of Ohio/Cleveland, OH
Nova University/Ft Lauderdale, FL
Oakland Community College/Bloomfield Hills, MI
Oakland University/Rochester, MI
Oberlin College/Oberlin, OH
Ocean County College/Toms River, NJ
Odessa College/Odessa, TX
Ohio University/Athens, OH
Ohio University/Chillicothe, OH
Ohio University Belmont/St. Clairsville, OH
Oklahoma Baptist University/Shawnee, OK
Oklahoma State University Technical Branch/Oklahoma City, OK
Olympic College/Bremerton, WA
Onondaga Community College/Syracuse, NY
Oregon Graduate Center/Beaverton, OR
Oregon State System of Higher Education/Eugene, OR
Otero Junior College/La Junta, CO
Otterbein College/Westerville, OH
Pace University/New York, NY
Pacific Christian College/Fullerton, CA
Pacific Graduate School of Psychology/Menlo Park, CA
Palm Beach Community College/Lake Worth, FL
Palmer College of Chiropractic/Davenport, IA
Palo Verde College/Blythe, CA
Palomar College/San Marcos, CA
Pan American University/Edinburg, TX
Paris Junior College/Paris, TX
Parkland College/Champaign, IL
Parks College of Saint Louis University/Cahokia, IL
Passaic County Community College/Paterson, NJ
Pellissippi State Technical Community College/Knoxville, TN
Peninsula College/Port Angeles, WA
Pennsylvania College of Podiatric Medicine/Philadelphia, PA
Pennsylvania College of Straight Chiropractic/Philadelphia, PA
Pennsylvania State University/Mont Alto, PA
Pennsylvania State University - Fayette/Uniontown, PA
Pensacola Junior College/Pensacola, FL
Philadelphia College of Bible/Langhorne, PA
Philadelphia College of Pharmacy & Science/Philadelphia, PA
Phillips County Community College/Helena, AR
Phillips University/Enid, OK
Piedmont Bible College/Winston-Salem, NC
Piedmont College/Demorest, GA
Piedmont Community College/Roxboro, NC
Piedmont Virginia Community College/Charlottesville, Va
Pikeville College/Pikeville, KY
Pine Manor Colelge/Chestnut Hill, MA
Pinebrook Junior College/Coopersburg, PA
Pitt Community College/Greenville, NC
Point Loma Nazarene College/San Diego, CA
Polk Community College/Winter Haven, FL
Portland State University/Portland, OR
Potomac State College/Keyser, WV
Prairie State College/Chicago Heights, IL
Pratt Community College/Pratt, KS
Presbyterian College/Clinton, SC
Prestonsburg Community College/Prestonsburg, KY
Princeton Theological Seminary/Princeton, NJ
Quincy College/Quincy, IL
Ramapo College of New Jersey/Mahwah, NJ
Randolph-Macon College/Ashland, VA
Rappahannock Community College/Saluda, VA
Raritan Valley Community College/Somerville, NJ
Reed College/Portland, OR
Reformed Bible College/Grand Rapids, MI
Reformed Theological Seminary/Jackson, MS
Research College of Nursing/Kansas City, MO
Rhode Island College/Providence, RI
Rhode Island School of Design/Providence, RI
Richmond Community College/Hamlet, NC
Rio Grande College/Community College/Rio Grande, OH
Rio Hondo College/Whittier, CA
Ripon College/Ripon, WI
Riverside Community College District/Riverside, CA
Roane State Community College/Harriman, TN
Robeson Community College/Lumberton, NC
Rochester Institute of Technology/Rochester, NY
Rockford College/Rockford, IL
Rockhurst College/Kansas City, MO
Rockland Community College/Suffern, NY
Rollins College/Winter Park, FL
Roosevelt University/Chicago, IL
Rosary College/River Forest, IL
Rose State College/Midwest City, OK
Rose-Hulman Institute of Technology/Terre Haute, IN
Rosemont College/Rosemont, PA
Rowan-Cabarrus Community College/Salisbury, NC
Saint Augustine's College/Raleigh, NC
Saint Joseph College/West Hartford, CT
Saint Leo College/Saint Leo, FL
Saint Martins College/Lacey, WA
Saint Mary's College/Orchard Lake, MI
Saint Michael's College/Winooski, VT
Salem College/Winston-Salem, NC
Salem Community College/Carneys Point, NJ
Salish Kootenai College/Pablo, MT
Sampson Community College/Clinton, NC
San Bernardino Valley College/San Bernardino, CA
San Diego Community College District/San Diego, CA
San Diego State University/San Diego, CA
San Francisco CCP/San Francisco, CA
San Joaquin Delta Community College/Stockton, CA
San Jose State University/San Jose, CA
San Mateo County Community College District/San Mateo, CA
Sandhills Community College/Pinehurst, NC
Santa Barbara City College/Santa Barbara, CA
Santa Clara University/Santa Clara, CA
Santa Fe Community College/Gainesville, FL
Sarah Lawrence College/Bronxville, NY
Sauk Valley Community College/Dixon, IL
Saybrook Institute Grad School and Research Center/San Francisco, CA

School of the Associated Arts/St. Paul, MN
School of Theology/Claremont, CA
Schreiner College/Kerrville, TX
Seattle Central Community College/Seattle, WA
Seattle Community College #6 - Chancellor's Office/Seattle, WA
Seattle Pacific University/Seattle, WA
Seton Hill College/Greensburg, PA
Shenandosh College and Conservatory/Winchester, VA
Shenango Valley Campus Penn State University/Sharon, PA
Sherman College of Straight Chiropractic/Spartanburg, SC
Simpson College/Indianola, IA
Sinclair Community College/Dayton, OH
Skidmore College/Saratoga, NY
Skyline College/San Bruno, CA
Snead State Junior College/Boaz, AL
Solano Community College/Suisun, CA
South Carolina State College/Orangeburg, SC
South Central Community College/New Haven, CT
South Dakota School of Mines and Technology/Rapid City, SD
South Florida Community College/Avon Park, FL
South Puget Sound Community College/Olympia, WA
South Seattle Community College/Seattle, WA
South Texas College of Law/Houston, TX
Southeast Community College/Lincoln, NE
Southeast Missouri State University/Cape Girardeau, MO
Southeastern Baptist Theological Seminary/Wake Forest, NC
Southeastern Louisiana University/Hammond, LA
Southeastern Oklahoma State University/Durant, OK
Southern Arkansas University/Camden, AR
Southern Arkansas University/Magnolia, AR
Southern Arkansas University El Dorado Branch/El Dorado, AR
Southern California College of Optometry/Fullerton, CA
Southern College of Seventh Day Adventists/Collegedale, TN
Southern Connecticut State University/New Haven, CT
Southern Illinois University at Edwardsville/Edwardsville, IL
Southern Maine Vocational-Technical Institute/South Portland, ME
Southern Methodist University/Dallas, TX
Southern Seminary College/Buena Vista, VA
Southern State Community College/Hillsboro, OH
Southwest Virginia Community College/Richlands, VA
Southwestern Assemblies of God College/Waxahachie, TX
Southwestern University School of Law/Los Angeles, CA
Sparks State Technical College/Eufaula, AL
Spartanburg Methodist College/Spartanburg, SC
Spoon River College/Canton, IL
Spring Garden College/Philadelphia, PA
Springfield College/Springfield, MA
St. Ambrose University/Davenport, IA
St. Augustine College/Chicago, IL
St. Catharine College/St. Catharine, KY
St. Edward's University/Austin, TX
St. John Fisher College/Rochester, NY
St. John's College/Santa Fe, NM
St. John's Seminary/Brighton, MA
St. Lawrence University/Canton, NY
St. Louis Community College-Administrative Center/St. Louis, MO
St. Louis Community College-Florissant Valley/St. Louis, MO
St. Louis Community College-Forest Park/St. Louis, MO
St. Louis Community College-Meramec/St. Louis, MO
St. Mary of the Plains College/Dodge City, KS
St. Mary's College/O'Fallon, MO
St. Mary's College of Minnesota/Winona, MN
St. Mary's University/San Antonio, TX
St. Petersburg Jr College/St. Petersburg, FL
St. Philips College/San Antonio, TX
St. Thomas Aquinas College/Sparkill, NY
Stanford University/Stanford, CA
State Center Community College District/Fresno, CA
State Fair College/Sedalia, MO
State Technical Institute/Memphis, TN
State University and Community College System of Tennessee/Nashville, TN
State University College/Cortland, NY
State University of New York/Plattsburgh, NY
State University of New York/Buffalo, NY
State University of New York/Stony Brook, NY
State University of New York/Oswego, NY
State University of New York College of Optometry/New York, NY
State University of New York Maritime College/Bronx, NY
State University of New York, College/Fredonia, NY
Stephen F. Austin State University/Nalogdoches, TX
Stephens College/Columbia, MO
Sterling College/Sterling, KS
Suffolk Community College/Selden, NY
Suffolk University/Boston, MA
Sullivan County Community College/Loch Sheldrake, NY
Sumter Area Technical College/Sumter, SC
SUNY College at Brockport/Brockport, NY
SUNY College of Technology/Canton, NY
SUNY Health Science Center/Syracuse, NJ
SUNY Purchase/Purchase, NY
Suomi College/Hancock, MI
Swarthmore College/Swarthmore, PA
Sweet Briar College/Sweet Briar, VA
Tacoma Community College/Tacoma, WA
Tallahassee Community College/Tallahassee, FL
Tarkio College/Tarkio, MO
Tarrant County Junior College/Fort Worth, TX
Teachers College Columbia University/New York, NY
Technical College of the Lowcountry-Beaufort Tech College/Beaufort, SC
Tennessee Technological University/Cookeville, TN
Tennessee Wesleyan College/Athens, TN
Terra Technical College/Fremont, OH
Texas A&I University/Kingsville, TX
Texas A&M University/Galveston, TX
Texas State Technical Institute/Amarillo, TX
Texas State Technical Institute - System/Waco, TX
Texas State Technical Institute/Waco, TX
Texas State Technical Institute/Harlingen, TX
Texas Tech University Health Sciences Center/Lubbock, TX
Texas Woman's University/Denton, TX
The Academy of the New Church/Bryn Athyn, PA
The Boston Conservatory/Boston, MA
The Catholic University of America/Washington, DC
The Citadel/Charleston, SC
The College of Idaho/Caldwell, ID
The College of Saint Rose/Albany, NY
The College of William and Mary/Williamsburg, VA
The Defiance College/Defiance, OH
The Hartford Graduate Center Inc/Hartford, CT
The Kings College/Briarcliff Manor, NY
The Maryland Institute/Baltimore, MD
The Southwestern College/Winfield, KS
The St. Louis Conservatory and Schools for the Arts/St. Louis, MO
The University of Alabama at Birmingham/Tuscaloosa, AL
The University of Alabama/Tuscaloosa, AL
The University of Alabama in Huntsville/Tuscaloosa, AL
The University of Alabama System/Tuscaloosa, AL
The University of Charleston/Charleston, WV
The University of Michigan/Ann Arbor, MI
The University of Oklahoma Health Sciences Center/Oklahoma City, OK
The University of Southern Mississippi/Hattiesburg, MS
The University of the South/Sewanee, TN
The University of Tulsa/Tulsa, OK
The University of Wisconsin System/Madison, WI
Thiel College/Greenville, PA
Thomas M. Cooley Law School/Lansing, MI
Thunderbird-American Graduate School of International Mgmt/Glendale, AZ
Towson State University/Towson, MD
Trenton State College/Trenton, NJ
Tri Cities State Technical Institute/Blountville, TN
Tri State University/Angola, IN
Tri-County Community College/Murphy, NC
Trident Technical College/Charleston, SC
Trinity Christian College/Palos Heights, IL
Trinity College/Washington, Dc
Trinity Valley Community College/Athens, TX
Troy State University/Troy, AL
Truman College/Chicago, IL
Trustees of Mount Holyoke College/South Hadley, MA
Tulane University/New Orleans, LA
Tuskegee University/Tulskegee, AL
Tyler Junior College/Tyler, TX
Umpqua Community College/Roseburg, OR
Union College/Barbourville, KY
Union County College/Cranford, NJ
University at Albany, State University of New York/Albany, NY
University of Alaska/Fairbanks, AK
University of Arkansas/Fayetteville, AK
University of Arkansas/Little Rock, AR
University of Arkansas/Monticello, AR
University of Bridgeport/Bridgeport, CT
University of California/Oakland, CA
University of California/Berkeley, CA
University of California/Santa Barbara, CA
University of California/Santa Cruz, CA
University of California/Los Angeles, CA
University of Central Arkansas/Conway, AK
University of Colorado/Colorado Springs, CO
University of Colorado System/Boulder, CO
University of Connecticut/Storrs, CT
University of Georgia/Athens, GA
University of Hawaii/Honolulu, HI
University of Hawaii/Hilo, HI
University of Houston/Victoria, TX

University of Houston-Clear Lake/Houston, TX
University of Houston-Downtown/Houston, TX
University of Idaho/Moscow, ID
University of Indianapolis/Indianapolis, IN
University of Kansas Medical Center/Kansas City, KS
University of Kentucky/Lexington, KY
University of La Verne/La Verne, CA
University of Louisville/Louisville, KY
University of Maine/Orono, ME
University of Maine/Augusta, ME
University of Maine/Farmington, ME
University of Maine/Fort Kent, ME
University of Maine/Machias, ME
University of Maine/Presque Isle, ME
University of Maine System/Bangor, ME
University of Mary/Bismarck, ND
University of Maryland/Princess Anne, MD
University of Maryland Baltimore County/Baltimore, MD
University of Maryland System/Adelphi, MD
University of Massachusetts/Boston, MA
University of Massachusetts-Harbor Campus/Boston, MA
University of Medicine & Dentistry of New Jersey/Newark, NJ
University of Minnesota Crookston/Crookston, MN
University of Mississippi Medical Center/Jackson, MS
University of Missouri/Columbia, MO
University of Missouri/St. Louis, MO
University of Nebraska/Omaha, NE
University of Nebraska Medical Center/Omaha, NE
University of Nevada System, Chancellor's Office/Reno, NV
University of New Hampshire/Durham, NH
University of New Mexico/Albuquerque, NM
University of North Alabama/Florence, AL
University of North Carolina/Charlotte, NC
University of North Carolina/Wilmington, NC
University of North Dakota-Lake Region/Devils Lake, ND
University of North Florida/Jacksonville, FL
University of Oregon/Eugene, OR
University of Portland/Portland, OR
University of Puerto Rico/Mayaguez, PR
University of Rhode Island/Kingston, RI
University of Richmond/Richmond, VA
University of San Diego/San Diego, CA
University of San Francisco/San Francisco, CA
University of Science and Arts of Oklahoma/Chickasha, OK
University of Scranton/Scranton, PA
University of South Carolina/Columbia, SC
University of South Carolina/Spartanburg, SC
University of South Carolina/Aiken, SC
University of Southern Colorado/Pueblo, CO
University of Southern Indiana/Evansville, IN
University of Southern Maine/Portland, ME
University of Southwestern Louisiana/Lafayette, LA
University of Tennessee/Chattanooga, TN
University of Tennessee/Knoxville, TN
University of Tennessee/Martin, TN
University of Tennessee/Memphis, TN
University of Texas Permian Basin/Odessa, TX
University of Utah/Salt Lake City, UT
University of Vermont/Burlington, VT
University of West Florida/Pensacola, FL
University of Wisconsin/La Crosse, WI
University of Wisconsin/Stevens Point, WI
University of Wisconsin/Whitewater, WI
University of Wisconsin/River Falls, WI
University of Wisconsin/Eau Claire, WI
University of Wisconsin/Green Bay, WI
University of Wisconsin/Milwaukee, WI
University of Wisconsin/Platteville, WI
University System of New Hampshire/Durham, NH
Urbana University/Urbana, OH
Ursuline College/Pepper Pike, OH
Utah Valley Community College/Orem, UT
Valdosta State College/Valdosta, GA
Valencia Community College/Orlando, FL
Valley Forge Military Junior College/Wayne, PA
Valparaiso University/Valparaiso, IN
Vance Granville Community College/Henderson, NC
Vermont State College/Waterbury, VT
Vermont Technical College/Randolph Center, VT
Vincennes University/Vincennes, IN
Virginia Intermant College/Bristol, VA
Virginia Polytechnic Institute and State University/Blackburg, VA
Virginia Wesleyan College/Norfolk, VA
Wake Forest University/Winston-Salem, NC
Waldorf College/Forest City, IA
Warner Southern College/Lake Wales, FL
Washburn University/Topeka, KS
Washington and Jefferson College/Washington, PA
Washington State University/Pullman, WA
Washington Technical College/Marietta, OH
Wayne County Community College/Detroit, MI
Wayne State College/Wayne, NE
Waynesburg College/Waynesburg, PA
Weatherford College/Weatherford, TX
Webb Institute of Naval Architecture/Glen Cove, NY
Wellesley College/Wellesley, MA
Wentworth Istitute of Technology/Boston, MA
West Chester University/West Chester, PA
West Coast University/Los Angeles, CA
West Georgia College/Carrollton, GA
West Hills Community College District/Coalinga, CA
West Oahu College, University of Hawaii/Pearl City, HI
West Valley-Mission Community College District/Saratoga, CA
West Virginia Institute of Technology/Montgomery, WV
West Virginia School of Osteopathic Medicine/Lewisburg, WV
West Virginia State College/Institute, WV
West Virginia University/Morgantown, WV
West Virginia Wesleyan College/Buckhannon, WV
Westbrook College/Portland, ME
Westchester Community College/Valhalla, NY
Western Carolina University/Cullowhee, NC
Western International University/Phoenix, AZ
Western Iowa Technical Community College/Sioux City, IA
Western Maryland College/Westminster, MD
Western Michigan University/Kalamazoo, MI
Western Montana College/Dillon, MT
Western Nebraska Community College/Scottsbluff, NE
Western Nevada College Community College/Carson City, NV
Western New Mexico University/Silver City, NM
Western Oklahoma State College/Altus, OK
Western Oregon State College/Monmouth, OR
Western State College of Colorado/Gunnison, CO
Western Theological Seminary/Holland, MI
Western Washington University/Bellingham, WA
Westminster Choir College/Princeton, NJ
Westmont College/Santa Barbara, CA
Westmoreland County Community College/Youngwood, PA
Weston School of Theology/Cambridge, MA
Wharton County Junior College/Wharton, TX
Wheaton College/Wheaton, IL
Widener University/Chester, PA
Wilberforce University/Wilberforce, OH
Wiley College/Marshall, TX
Wilkes College/Wilkes-Barre, PA
William Jewell College/Liberty, MO
William Paterson College of New Jersey/Wayne, NJ
William Rainey Harper College/Palatine, IL
Williamburg Technical College/Kingstree, SC
Williams College/Williamstown, MA
Wilmington College/New Castle, DE
Wilmington College/Wilmington, OH
Wilson College/Chambersburg, PA
Wilson County Technical College/Wilson, NC
Winefrenner Theologigal Seminary/Findlay, OH
Wingate College/Wingate, NC
Winona State University/Winona, MN
Wisconsin Lutheran College/Milwaukee, WI
Wood Junior College/Mathiston, MS
Woodbury University/Burbank, CA
Word College Incarnate/San Antonio, TX
World College West/Petaluma, CA
Wright Institute/Berkeley, CA
Wright State University/Dayton, OH
Wytheville Community College/Wytheville, VA
Xavier University/Cincinnati, OH
York College of Pa/York, PA
York Technical College/Rock Hill, SC
Youngstown State University/Youngstown, OH
Yuba Community College/Marysville, CA

C O N F I D E N T I A L

DUE OCTOBER 17, 1988

1988 COMPENSATION AND BENEFITS SURVEY

of

COLLEGE AND UNIVERSITY CHIEF EXECUTIVE OFFICERS

sponsored by:
ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES
AMERICAN COUNCIL ON EDUCATION
and
COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

Please return the completed questionnaire by October 17, 1988 to:

Paul Gavejian
CEO Study
ECS
2 Executive Drive
Fort Lee, NJ 07024

If you require assistance in completing the questionnaire or if you have any questions regarding the survey, please call:	Paul Gavejian ECS (201) 585-9808	Gerry Kiely ECS (201) 585-9808

Please complete the information below. Institution identity is strictly confidential but is required for data tabulation and analysis.

THANK YOU FOR YOUR PARTICIPATION

Name of Institution

Address

City State Zip Code

Name of Person Providing Information Title Telephone

INSTITUTION CLASSIFICATION: Please check the appropriate box. (check only one)

1. [ ] Research university
2. [ ] Other doctoral-granting university
3. [ ] Comprehensive university
4. [ ] Baccalaureate college
5. [ ] Specialized institution
6. [ ] 2-year college

INSTITUTION TYPE: Please check the appropriate box. (check only one)

1. [ ] Public
2. [ ] Private, independent
3. [ ] Private, church-related

SYSTEM STRUCTURE: Please check the appropriate box. (check only one)

1. [ ] Single institution
2. [ ] Administrative office of a system
3. [ ] Main campus heading a system
4. [ ] A campus within a system

INSTITUTION SIZE: PLEASE NOTE: If you checked **administrative office of a system** above, please answer the questions below with system-wide figures. A main campus should provide figures only for that main campus and a **campus within a system** should supply figures only for that campus.

1. Total 1988 operating budget ..... $_____
2. Total endowment (market value) ..... $_____
3. Total full-time equivalent enrollment ..... _____ students
4. Full-time equivalent employees:
   a. Faculty ..... _____ employees
   b. Administrative/Exempt ..... _____ employees
   c. Classified/Nonexempt ..... _____ employees
   d. TOTAL ..... _____ employees

PERSONAL INFORMATION: Please provide the following information about the institution's CEO.

1. Number of years in present position: ..... _____ years
2. Is CEO member of minority group: ..... [ ] Yes [ ] No
3. Sex of CEO: ..... 1. [ ] Male 2. [ ] Female
4. Age of CEO: ..... _____ years old
5. Number of years in higher education: ..... _____ years

CEO RECRUITING:

1. Was the current CEO: (check only one) ..... 1. [ ] Promoted from within this institution/system?
   2. [ ] Hired from outside this institution/system?
2. What was CEO's position immediately prior to appointment at this institution: (check only one)
   1. [ ] CEO, other educational institution
   2. [ ] Faculty
   3. [ ] Academic officer
   4. [ ] Administrative officer
   5. [ ] Ministry/Church official
   6. [ ] Government official
   7. [ ] Business executive
   8. [ ] CEO, nonprofit organization
3. Has your institution recruited for a CEO within the past 5 years? ..... [ ] Yes [ ] No
   (if no, go to next section)
4. Was the search conducted outside of the institution? ..... [ ] Yes [ ] No
5. Was the search confined to candidates with higher education experience? ..... [ ] Yes [ ] No
6. Where was the search conducted? (check only one) ..... 1. [ ] Nationally
   2. [ ] Regionally
   3. [ ] Locally
7. How were candidates identified by the Board? (check all that apply) ..... a. [ ] Executive Search Firm
   b. [ ] Advertisement
   c. [ ] Nominated by friends of institution
   d. [ ] Nominated directly by Board
8. Was the nominating process open (e.g., names of nominees under consideration by Board were made public)? ..... [ ] Yes [ ] No
9. How long did it take to appoint a new CEO from the time the search process began? ..... _____ months

RELOCATION EXPENSES:

1. Once appointed, did the CEO require relocation assistance? ..... [ ] Yes [ ] No
   (if no, go to next section)

2. Please complete the following regarding relocation related expenses:

a) Moving expense for household effects: (check only one)
1. [ ] Paid in full
2. [ ] Partially paid
3. [ ] Not paid
4. [ ] Not required

b) Travel expenses for family: (check only one)
1. [ ] Paid in full
2. [ ] Partially paid
3. [ ] Not paid
4. [ ] Not required

c) Assistance in finding employment for spouse: (check only one)
1. [ ] Assistance provided
2. [ ] No assistance provided
3. [ ] Employment within hiring institution
4. [ ] Not required

d) Assistance in sale/purchase of residence: (check any that apply)
a. [ ] Interest rate differential
b. [ ] Cost of housing differential
c. [ ] Low cost loan
d. [ ] Brokers/Attorneys fees
e. [ ] Closing costs
f. [ ] No assistance provided
g. [ ] Not required

EMPLOYMENT POLICIES AND PRACTICES:

1. Does CEO have a contractual agreement? [ ] Yes [ ] No

a) If YES, please indicate type and term:

1. **Type of Agreement** (check only one)
1. [ ] Formal written contract
2. [ ] Letter of agreement
3. [ ] Oral agreement

2. **Term of Agreement** (check only one)
1. [ ] No specified time period
or
2. [ ] Number of years _____

2. Is CEO provided a formal performance review? [ ] Yes [ ] No

a) If YES, how often does the review take place? (check only one)
1. [ ] End of the contract term
2. [ ] Annually
3. [ ] Every two years
4. [ ] Every three years

b) If YES, who conducts the performance review? (check only one)
1. [ ] Chairman of the Board
2. [ ] Committee of the Board
3. [ ] Entire Governing Board
4. [ ] Special Review Committee

3. Does the CEO hold academic rank? [ ] Yes [ ] No

4. Will CEO salary revert to faculty pay scale if the CEO assumes faculty status upon resignation? [ ] Yes [ ] No

TENURE POLICY:

1. Was the CEO hired from a tenured position? [ ] Yes [ ] No

2. a) Is the CEO presently tenured? [ ] Yes [ ] No

b) If not, is the CEO eligible for tenure? [ ] Yes [ ] No

3. Is the CEO assured a tenured appointment following resignation? [ ] Yes [ ] No

VACATION/LEAVE OF ABSENCE POLICY:

1. How much vacation does the CEO earn each year? _____ days

a) Does this exceed maximum vacation granted to administrative staff? [ ] Yes [ ] No

2. Is the CEO eligible for sabbatical? [ ] Yes [ ] No

a) If YES, how many years of service are required for eligibility? _____ years

b) What is the level of compensation and duration of sabbatical?

a. [ ] fully paid for _____ months
b. [ ] unpaid for _____ months
c. [ ] partially paid for _____ months
at _____ % of annual salary

3. Please complete the following regarding leaves of absence other than sabbaticals:

	a. NOT PROVIDED	b. PROVIDED Paid	b. PROVIDED Unpaid
a. Governmental/Public appointments	[ ]	[ ]	[ ]
b. Extended study/Research	[ ]	[ ]	[ ]
c. Personal/Medical	[ ]	[ ]	[ ]

COMPENSATION:

1. What is CEO's annual salary as of 9/1/88? ..... $_____

2. Number of months since last increase ..... _____ months

3. Rate of last increase (as a percent of base salary) ..... _____%

4. Is a portion of CEO salary provided by sources other than institution? ..... [ ] Yes [ ] No

   a) If YES, what are the amount(s) from each applicable source? (Complete all that apply) **Annual Amount**

      a. University or college foundation ..... $_____

      b. Other private foundations ..... $_____

      c. Other sources (please specify) _____ ..... $_____

      d. TOTAL (a+b+c) ..... $_____

5. Does CEO receive any additional cash compensation (annual bonus, salary supplement, etc.)? ..... [ ] Yes [ ] No

   a) If YES, what are the amount(s) for each type? (Complete any that apply) **Annual Amount**

      a. Annual bonus ..... $_____

      b. Salary supplement ..... $_____

      c. Profit sharing ..... $_____

      d. FICA reimbursement ..... $_____

      e. TOTAL (a+b+c+d) ..... $_____

6. Does CEO have other sources of earned income (excluding personal or investment income)? ..... [ ] Yes [ ] No

   a) If YES, what are the amount(s) from each applicable source? (Complete any that apply) **Annual Amount**

      a. Paid corporate directorships ..... $_____

      b. Honorariums/Lecture fees ..... $_____

      c. Consulting fees ..... $_____

      d. TOTAL (a+b+c) ..... $_____

   b) Does CEO's employment agreement include a guarantee of a certain level of earned income from other sources? ..... [ ] Yes [ ] No

   c) Does the institution limit the total amount CEO may receive from other sources? ..... [ ] Yes [ ] No

      a. If YES, specify limit ..... $_____

7. Can any portion of the CEO's compensation be deferred? ..... [ ] Yes [ ] No

   a) What percent of interest is credited to deferrals? (check only one) .....
      1. [ ] Prime rate
      2. [ ] T Bill rate
      3. [ ] Investment portfolio
      4. [ ] No interest credited

BENEFITS:

1. Please indicate which of the following benefits are available to CEO by checking the box which indicates the percentage of premium cost paid by the institution:

		% Paid			
Medical	a. NOT PROVIDED	b. Under 25%	c. 26% - 50%	d. 51% - 75%	e. 76% - 100%
Medical/Hospital Insurance:					
a. CEO coverage only	[ ]	[ ]	[ ]	[ ]	[ ]
b. CEO and family coverage	[ ]	[ ]	[ ]	[ ]	[ ]
Dental Care Insurance:					
c. CEO coverage only	[ ]	[ ]	[ ]	[ ]	[ ]
d. CEO and family coverage	[ ]	[ ]	[ ]	[ ]	[ ]
Vision Care Insurance:					
e. CEO coverage only	[ ]	[ ]	[ ]	[ ]	[ ]
f. CEO and family coverage	[ ]	[ ]	[ ]	[ ]	[ ]
Prescription Drug Insurance: (Check only if a separate insurance plan provided)					
g. CEO coverage only	[ ]	[ ]	[ ]	[ ]	[ ]
h. CEO and family coverage	[ ]	[ ]	[ ]	[ ]	[ ]
Other Insurance Plans					
i. Basic life insurance	[ ]	[ ]	[ ]	[ ]	[ ]
j. Basic short-term disability	[ ]	[ ]	[ ]	[ ]	[ ]
k. Long-term disability	[ ]	[ ]	[ ]	[ ]	[ ]
l. Accidental death & dismemberment	[ ]	[ ]	[ ]	[ ]	[ ]
m. Business travel insurance	[ ]	[ ]	[ ]	[ ]	[ ]
n. Personal liability	[ ]	[ ]	[ ]	[ ]	[ ]
o. Survivor income insurance	[ ]	[ ]	[ ]	[ ]	[ ]

2. What is the approximate cost of the CEO benefits listed above to the institution expressed as a % of CEO base salary? ..... _____%

RETIREMENT BENEFITS:

1. Which of the following insurance programs will be provided the CEO following retirement?

	a. If provided, is coverage reduced following retirement?		b. Is coverage paid in part or in full by Institution?	
a. Medical/Hospital insurance	[ ] Yes	[ ] No	[ ] Yes	[ ] No
b. Dental care insurance	[ ] Yes	[ ] No	[ ] Yes	[ ] No
c. Vision care insurance	[ ] Yes	[ ] No	[ ] Yes	[ ] No
d. Prescription drug insurance	[ ] Yes	[ ] No	[ ] Yes	[ ] No
e. Basic life insurance	[ ] Yes	[ ] No	[ ] Yes	[ ] No

2. What amount of retirement benefits is contributed by the institution to CEO's retirement program expressed as a percent of CEO base salary ..... _____%

3. What amount of retirement benefits is CEO required to contribute to the retirement plan expressed as a percent of CEO base salary ..... _____%

4. Does CEO retirement program provide investment alternatives? ..... [ ] Yes [ ] No

5. If the institution provides the CEO with a supplemental retirement income plan, indicate the type and the percentage of base salary contributed by the CEO and the institution?

	PERCENT OF SALARY	
	a. Contributed By Institution	b. CEO Contribution
a. TIAA/SRA	_____%	_____%
b. Separate tax sheltered annuity other than standard TIAA	_____%	_____%
c. Other deferred compensation plan	_____%	_____%

6. What is the percent of current base salary which the CEO can expect to receive from all sources at retirement (as described in questions 1 thru 5 above) ..... _____%

PERQUISITES:

1. If the following are provided, please indicate whether they apply to the CEO only, the CEO and senior staff only, or to all exempt employees:

	a. NOT PROVIDED	b. CEO Only	c. CEO and Senior Staff Only	d. All Exempt
a. Reimbursement of excess medical/dental expenses	[ ]	[ ]	[ ]	[ ]
b. Supplemental life insurance	[ ]	[ ]	[ ]	[ ]
c. Supplemental long-term disability	[ ]	[ ]	[ ]	[ ]
d. Supplemental business travel insurance	[ ]	[ ]	[ ]	[ ]
e. Housing expenses	[ ]	[ ]	[ ]	[ ]
f. Automobile	[ ]	[ ]	[ ]	[ ]
g. Annual physical examination	[ ]	[ ]	[ ]	[ ]
h. Financial/Legal counseling	[ ]	[ ]	[ ]	[ ]
i. Interest-free loans	[ ]	[ ]	[ ]	[ ]
j. Country club membership	[ ]	[ ]	[ ]	[ ]
k. Luncheon club membership	[ ]	[ ]	[ ]	[ ]
l. Athletic club membership	[ ]	[ ]	[ ]	[ ]

SUPPLEMENTAL PROGRAMS:

1. What is the $ value of the excess medical/dental benefits to the CEO? ..... $_____

2. If supplemental life insurance is available to the CEO, is it paid for by the institution? ..... [ ] Yes [ ] No

   a) If paid for by the institution, what is the $ value? ..... $_____

3. If special long-term disability provisions are applicable to the CEO, what is the maximum percentage of pay covered? ..... _____%

   a) What is the maximum benefit? ..... $_____

4. Is supplemental business travel insurance coverage (such as 24-hour coverage) available to CEO? ..... [ ] Yes [ ] No

   a) Is supplemental business travel insurance coverage paid by institution? .... [ ] Yes [ ] No

   b) If paid by the institution, what is the $ value? ..... $_____

CEO HOUSING EXPENSES:

1. Check all that apply regarding CEO housing: .....

   a. [ ] No provision
   b. [ ] Residence provided by institution
   c. [ ] Maintenance, including grounds, provided by institution
   d. [ ] Allowance for remodeling
   e. [ ] Household staff (full or part-time)
   f. [ ] Utilities paid by institution

2. If residence is provided, is occupancy required? ..... [ ] Yes [ ] No

3. If CEO does not live in a residence provided by the institution, indicate housing assistance provided. (Please check all that apply)

   a. [ ] No provision
   b. [ ] Allowance toward home purchase
   c. [ ] Subsidy to reduce mortgage interest cost
   d. [ ] Rent paid in full
   e. [ ] Allowance toward rent provided
   f. [ ] Property taxes paid in full
   g. [ ] Allowance toward property taxes provided

4. What is the approximate $ value of all housing provisions? ..... $_____

AUTOMOBILE POLICY:

1. Check all that apply regarding automobiles:

   a. [ ] Automobile not provided
   b. [ ] Personal car provided
   c. [ ] Pool car assigned to CEO
   d. [ ] Unassigned pool car available as needed
   e. [ ] Operating expenses provided (fuel & maintenance)
   f. [ ] Allowance toward operating expenses provided
   g. [ ] Option to purchase
   h. [ ] Driver provided as needed

2. What is the annual $ value of the automobile allowance? ..... $_____

TUITION ASSISTANCE:

	AT THIS INSTITUTION		AT OTHER INSTITUTION	
	a. For Children	b. For Spouse	c. For Children	d. For Spouse
a. Not offered	[ ]	[ ]	[ ]	[ ]
b. No provision	[ ]	[ ]	[ ]	[ ]
c. Full tuition	[ ]	[ ]	[ ]	[ ]
d. 50% or more of tuition	[ ]	[ ]	[ ]	[ ]
e. Less than 50% of tuition	[ ]	[ ]	[ ]	[ ]
f. $ amt. equal to tuition at this institution	NA	NA	[ ]	[ ]

ENTERTAINMENT EXPENSES (LOCAL):

1. Check all that apply regarding local entertainment expenses:
   - a. [ ] No provision
   - b. [ ] Fixed allowance for business entertainment
   - c. [ ] Reimbursement for actual out-of-pocket expenses
   - d. [ ] Unrestricted expense account
   - e. [ ] Campus facilities provided for entertaining
   - f. [ ] Institution staff (e.g., catering) available as needed

BUSINESS AND PROFESSIONAL TRAVEL ENTERTAINMENT:

1. Please check all that apply regarding business and professional travel entertainment:
   - a. [ ] No provision
   - b. [ ] Reimbursement for actual out-of-pocket expenses
   - c. [ ] Unrestricted expense account
   - d. [ ] Per diem allowance
   - e. [ ] Separate travel allowance
   - f. [ ] First-class air travel
   - g. [ ] Airline VIP lounge membership
   - h. [ ] Use of institution-owned aircraft
   - i. [ ] Partial or all expenses for spouse included
   - j. [ ] Partial or all expenses for spouse and children included

ASSISTANCE FOR SPOUSE:

1. Please check all that apply regarding assistance for the CEO's spouse:
   - a. [ ] No provision
   - b. [ ] Secretarial staff (full-time, part-time, or as needed) provided
   - c. [ ] Additional staff/facilities for entertaining as needed
   - d. [ ] Remuneration for involvement in institution affairs
   - e. [ ] Other (please specify): _____

INVOLUNTARY SEPARATION POLICY: (NOTE: Provide information regarding involuntary separation only)

1. Do you have an involuntary separation policy? ..... [ ] Yes [ ] No
   a. If YES, complete 1, 2, 3, and 4 below:
      1) Does the policy provide for separation pay? ..... [ ] Yes [ ] No
      2) What is the amount of separation pay? .....
         1. [ ] Less than 6 months
         2. [ ] 6 to 12 months salary
         3. [ ] Over 12 months salary
         4. [ ] Negotiable at time of separation
      3) Does the policy provide for benefits continuation? ..... [ ] Yes [ ] No
         If YES, please specify the length of the continuation period.
         a. Medical coverage: ..... _____ months
         b. Life insurance coverage: ..... _____ months
         c. Long-term disability coverage: ..... _____ months
      4) Is outplacement assistance provided? ..... [ ] Yes [ ] No

COMMENTS SECTION: Please identify in the space provided below any additional topics or concerns that should be addressed in future surveys conducted by AGB/ACE/CUPA.

Thank you for taking the time to complete this questionnaire. Please remember to complete the institution identification section on page 1 so that your data may be included in the survey.

DEFINITION OF TERMS USED IN THE REPORT

ADMINISTRATIVE/CLASSIFIED EMPLOYMENT: Includes all employees of the institution that work in support functions; including professional staff; clerical; technical; and skilled trades personnel. (Does not include Faculty staff.)

AVERAGE: The arithmetic mean of all observations.

BASE SALARY: The annual base compensation that is normally received each pay period. It does not include overtime or incremental elements of income that may be received.

BONUS: The amount earned within the most recent plan year (regardless of when paid) in accordance with the provisions of a bonus or incentive compensation plan.

ENDOWMENT: Includes funds contributed to the institution for the purpose of deriving investment income.

ENROLLMENT: Includes all part-time and full-time registered students of the institution.

MEDIAN: The salary figure of the middle of a sample, arrayed in order of magnitude from the lowest to the highest observation.

OPERATING BUDGET: Includes funds budgeted and appropriated for the operation of the institution.

QUARTILES: The first and third quartiles denote the outer limits of the middle 50% of an array of values. The median is the exact middle of the array and the quartiles form an envelope around this midpoint, containing 25% of the values below the midpoint and 25% of the values above the midpoint. In the event that there is an even number of values, the median is not interpolated, but is rather the next highest value. The first quartile is the low of the middle 50% of the values and the third quartile is the high of the middle 50% of the values.

$15,500		$15,500	
15,500		15,500	
16,800		16,800	
17,100	----------Middle 50%----------	17,100	–$17,100 = 1st Quartile
17,200		17,200	
18,300		18,300	
18,400		18,400	
19,200		19,200	–$19,200 = Median
20,000		20,000	
20,300		20,300	
21,100		21,100	
21,300	----------Middle 50%----------	21,300	–$21,300 = 3rd Quartile
22,000		22,000	
22,800		22,800	
22,900		22,900	

TOTAL CASH COMPENSATION: The amount of base salary plus bonus earned in the most recent year.

PROCEDURE FOR UPDATING COMPENSATION INFORMATION

Most professional compensation administrators apply some type of update factor to salary data in an effort to keep pace with inflation or changes in the marketplace that may have occurred since the data was collected.

One possible approach would be to utilize consumer price growth as represented by the 1988 CPI in conjunction with the number of months elapsed since survey data was collected. The example shown below illustrates this technique:

***STEP I**: Determine prorated monthly estimate of 1988 CPI.*

Assuming the 1988 Consumer Price Index is 4.4%:

Divide 4.4% by 12 (months) = **0.4%** (prorated one month increase figure)

***STEP II**: Multiply this prorated monthly figure by the number of months elapsed since the effective date of the data.*

Assuming an effective date of data of September 1, 1988 and an update factor as of June 1, 1989 is desired:

Multiply 0.4% x 9 (months) = **3.6%** (prorated 9 month increase figure)

***STEP III**: Apply this prorated increase figure to the salary data for the position in question.*

Average salary (as of 9/1/88)	=	$80,000
Add 3.6% (9 month prorated increase figure)	=	$ 2,880
Estimated average salary as of 6/1/89	=	$82,880

Note: This update factor approach is generally more valid in times of relative economic stability. During periods of fluctuating inflation or recession the figure should be adjusted upward or downward as the economic climate dictates.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION
CEO COMPENSATION AND BENEFITS SURVEY
SPECIAL STUDY REQUEST FORM

Survey participants and subscribers can order special studies that summarize CEO compensation and benefits trends among peer institutions. This order form allows you to identify a specific peer grouping from the entire database. Peer groupings can be defined based upon classification, type, structure, operating budget grouping, enrollment grouping, geographic area and/or institution name. Utilizing these parameters, institutions can order special reports for the following fees:

Special Reports	Participant	Non-Participant	Other
Compensation Information	$400	$550	$700
Benefits and Perquisites Information	$400	$550	$700
All Information	$500	$650	$900

Additional analyses can be performed utilizing the extensive database accumulated for the CUPA CEO survey. The fees for these types of studies will be estimated on an individual basis. Please call Martha Provenzano of CUPA at (202) 429-0311 to discuss the availability of these types of studies in further detail.

Please fill in the required information and check the appropriate boxes to order a special study!

Institution Name: _____

Address: _____

_____

_____

City/State/Zip: _____

Individual Requesting Report: _____

Title: _____

Phone: _____

Survey Status (check one): [ ] Participant [ ] Non-Participant [ ] Other

Peer Group Classification: [ ] Research [ ] Baccalaureate [ ] Other Doctoral Granting
(check one) [ ] Specialized [ ] Comprehensive University [ ] Two Year College

Peer Group Type (check one): [ ] Public [ ] Private (Independent) [ ] Private (Church)

Peer Group Structure (check one): [ ] Single Institution [ ] Main Campus Of System
[ ] Administrative Office Of System [ ] Campus Within System

Operating Budget Peer Group: $_____ to $_____
Minimum Operating Budget — Maximum Operating Budget

Enrollment Peer Group: _____ to _____
Minimum # Of Students — Maximum # Of Students

Geographic Area:
Regions: [ ] Northeast [ ] North Central [ ] West Coast [ ] Southeast [ ] South Central

States: _____ _____ _____

_____ _____ _____

Peer Institutions: (Select at least 10 institutions using the participant list on pages 64 through 69 of the survey report.)

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

Analysis will be completed and returned to Individual Requesting Report within ten working days. Please return this completed form to:

CUPA
1233 Twentieth Street N.W., Suite 503
Washington, DC 20036

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